

## UConn's startup interns build CT's STEM-talent pipeline

By Matt Pilon

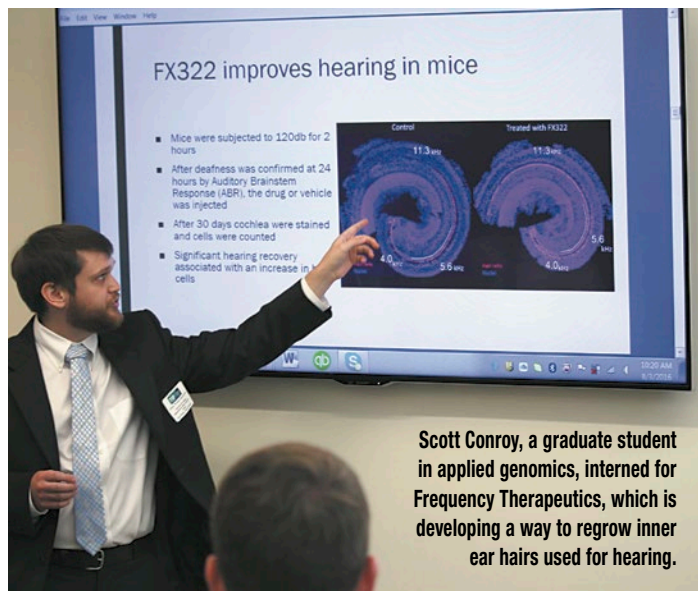
[mpilon@HartfordBusiness.com](mailto:mpilon@HartfordBusiness.com)

Earlier this month, scientists, engineers and entrepreneurs looked on as UConn undergraduate and graduate-level students presented what they accomplished as summer interns working at the school's incubator companies

in Farmington and Storrs.

Hailing from more than a dozen majors—and some already with STEM-related work experience under their belts—the students' projects were equally diverse, ranging from the creation of marketing plans for software

*Continued on page 14*



HBJ PHOTO | MATT PILON

Scott Conroy, a graduate student in applied genomics, interned for Frequency Therapeutics, which is developing a way to regrow inner ear hairs used for hearing.



### FOCUS: HEALTH CARE

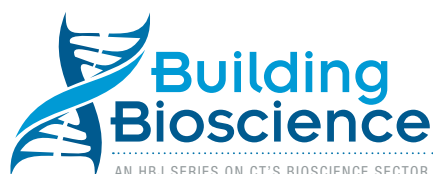
#### Wary Docs

A new law passed by Congress last year is changing the way doctors will be paid for treating Medicare patients, and not all Connecticut physicians are on board with the shift. **PG. 8**

# Research Pivot

Achillion's deep pockets will fuel its next chapter

Scientist Guangwei Yang at work at Achillion Pharmaceuticals' New Haven laboratory-headquarters.



Hartford Business Journal's series on Connecticut's bioscience industry continues this week with a look at New Haven-based Achillion Pharmaceuticals.

Following its 2015 licensing agreement with Johnson & Johnson Co.'s Janssen

Pharmaceuticals division for its Hepatitis C treatments, Achillion is using its \$426.5 million cash horde to self-fund its latest pivot into research and development, and perhaps eventual commercialization, of a new class of treatments. Find out more on **PG. 12**



### Manufacturer Spotlight

Precision Punch is among some 3,000 U.S. producers engaged in metal-stamping and fabrication, a manufacturing segment that generates an estimated \$130 billion a year in sales. Find out how the Berlin company differentiates itself from the competition. **PG. 3**

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# Precision Punch applies a human touch to its model

By Gregory Seay

gseay@HartfordBusiness.com

**J**ust because tool, die and mold technology is old doesn't mean providers can't charge a premium for it.

That's the message Kevin Gregoire regularly delivers to his engineering, sales and marketing teams at Berlin's Precision Punch Corp., who in turn routinely embrace it when they call on U.S. customers.

"People are beating each other on price," said Gregoire, who is president of the 51-year-old privately held company. "So, Precision Punch is pursuing custom, high-margin products to match its capabilities to its customers' needs."

Precision Punch operates in the rarefied space of manufacturing known as "capital equipment" production, which means customers capitalize on its products to enhance their machinery for churning out products sold to commercial and residential end-users. The company makes specialized implements known as "punches," dies and other hardware that, in turn, other manufacturers use to make such familiar consumer goods as fishing line, acoustic ceiling tiles and bullets.

Precision Punch is among some 3,000 U.S. producers engaged in metal-stamping and fabrication, a manufacturing segment that alone generates an estimated \$130 billion a year in sales, according to William Gaskins, president of the Precision Metalforming Association in Ohio, of which Precision is one of some 880 members.

The metalforming sector is coming off a period of "pretty good business" the last five years, Gaskins said, driven largely by demand from automakers and U.S. petroleum drillers. However, falling oil prices have ratcheted down that demand of late, he said. Add to that the seasonal slowdown in the automotive industry, as they use the summer to convert tooling to produce 2017 models, "it's gotten to be a tight market," Gaskins said.

Nevertheless, Gregoire has cast his eyes on widening Precision's customer roster. Its latest acquisition, Eastern Industries, an affiliate that was already housed in a corner of Precision's facility at 304 Christian Lane, makes metal feeler gage's for a number of customers, including in the aviation sector, where Precision is eager

to plant its flag.

Eastern's other customers use its gages to measure gaps and other fine tolerances for production of wind-turbine motors, medical devices and guitars, Gregoire said. U.S. airframe maker Boeing Co. and Bloomfield Jake brake maker Jacobs Vehicle Systems are among its customers.

As part of his growth plan for Precision Punch, the president said that in the next six years his goal is to move the company from \$10 million in annual sales to between \$15 million and \$16 million.

In the specific market Precision Punch serves, it counts between 12 to 13 "significant" rivals, Gregoire said. Indeed, he claims that many of those rivals actually are customers, buying Precision's products, then repackaging and branding them as their own.

"We're good at small, difficult work. Tight tolerances. The other companies, not so much," he said.

However, Precision's greatest challenge in meeting that goal, he said, will be recruiting enough production and engineering talent to it and Eastern. The combined staff numbers 66 now, but aims to reach 72 by year end. But it will take 85-90 workers for Precision to reach its 2022 revenue goal. To build staff, both offer employees \$250 bonuses for each hiring referral who lasts at least six months; they can claim another \$250 if hires stay beyond one year.

During the Great Recession, Precision Punch avoided layoffs by cross-training workers to operate as many machines and perform as many machining tasks as possible, said Gregoire, who was a long-time vice president at Precision Punch. He was named president last year, following the death of Robert L. Peterson, who co-founded the company in 1965.

## Executive pitch

With a commoditized product like punches, Precision Punch tries to make an impression with its service and direct contact with a customer's key leaders. Often, that means Gregoire himself personally will hit the road two or three days a month with his sales and engineering teams to call on first-time and



A machinist mans his workstation at Berlin's Precision Punch Corp.



Precision Punch Corp. President Kevin Gregoire (left) with a sample case of metal punches of varying lengths and diameters. At right, some of the smallest punches the company makes.

Continued

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## ► Precision Punch

regular customers. He takes clients to lunch or dinner and before he leaves will share his cellphone number with them.

"There are still people who want to be pampered, to be taken care of," he said.

When the president of a company like Precision shows up, "customers take notice," Gregoire said. If the company chief is willing to take the time to make a sales call, it sends a general message that Precision is committed to delivering what it promises, he said.

On Precision's shop floor, engineer Tom Moore points to a seemingly endless shelf inventory of "blanks" or metal ready to be cut or ground into whatever configuration and specification customers demand. There, too, are metal rods of varying lengths that can be cut to length and shaped as "punches" to clear machined parts or waste material generated during the production process.

Manned and unmanned milling/lathing stations dot the shop floor. The oldest equipment dates to the 1930s and requires a worker to feed them metal blanks and remove the finished product. Moore said nearly all the older machines have been refurbished.

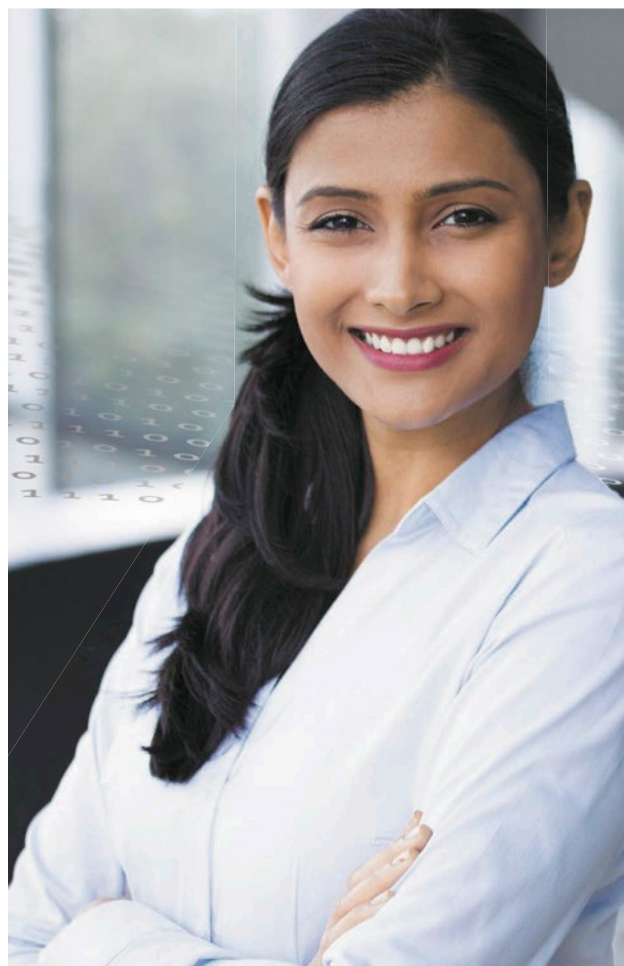
Newer, unmanned milling machines and lathes are capable of churning out thousands of parts an hour, or performing more intricate cutting and grinding functions, Moore said.

One of Precision's Swiss-made Roll-O-Matic machines can be set up to mill one to three pieces an hour, depending on the number of features being "cut" into the piece. Another, made in Germany, uses fine wire to cut a triangular opening into a tiny piece of metal for a customer making pull tabs for aluminum cans.

"We can set these up and go home for the weekend," he said, although that rarely happens.



Engineer Tom Moore with an inventory of metal "blanks."



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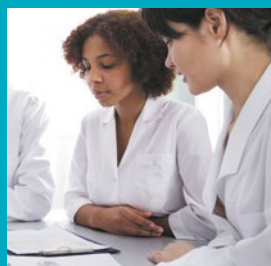
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U.S. Rep. Joe Courtney (center) flanked by Loos & Co. employees, including sales/marketing VP Robert Davis (left).

## Cable manufacturer first in new innovation cluster

Pomfret-based Loos & Co. is the first business to join a new economic development initiative in northeastern Connecticut known as the Quiet Corner Innovation Cluster (QCIC), officials announced.

Loos & Co., which makes wires, cables and assemblies used in aircraft steering systems and a broad variety of other applications, will work with UConn's applied chemistry department to conduct research and development on its medical wire products, an area the company is looking to expand, according to Robert Davis, Loos' vice president of sales and marketing.

Though Loos performs plenty of R&D at its 210,000-square-foot facility, where it employs approximately 300 people, UConn has capabilities and technology the company normally wouldn't be able to access, he said.

Davis said UConn — located just 25 minutes away in Storrs — has imaging equipment that allows it to analyze the surface properties of the super-thin wire, which is just one-thousandth of an inch in diameter, as well as metallurgists who can interpret the results.

The wire is used in catheters, insertion and removal of stents and other medical procedures.

"They've got the equipment and the people over there to do a bit deeper level of research and a deeper level of visibility into some of our products," Davis said.

While expanding a product line is a plus for any company, Davis said one of the things he's most enthused about is building deeper relationships with UConn grad students who might one day bring their talent to Loos as employees.

"We're always in search of the best and the brightest," he said.

The QCIC has \$1.5 million in funding from the U.S. Economic Development Administration, UConn and Connecticut Innovations. The program is targeted at New London, Tolland and Windham counties — rural areas where the manufacturing sector has suffered economic losses.

Loos also has another project in mind to work on with UConn.

The company wants help from university process engineers to assess its business systems to become more nimble and flexible in how it stocks materials, forecasts business and markets and ships its products, Davis said.

— Matt Pilon

## Avon's Casle Corp. sheds assets

Avon commercial developer-landlord Casle Corp. quietly completed the transfer last spring of some \$178 million in realty assets to a Houston real estate investment trust.

CEO David Sessions confirmed the April sale of 29 medical office buildings, all in the Hartford area and southern Connecticut, to

Healthcare Trust of America Inc., (HTA) but insists the deal doesn't alter Casle's model of erecting and managing office properties.

Remuneration, Sessions said, was in the form of stock in HTA. Also as part of the deal, Sessions said Casle, which is a closely held development partnership, will continue managing the properties sold to HTA.

"It's simply repositioning the assets," he said. "The tenants won't see any changes. Our commitment to these buildings remains the same."



Casle Corp. CEO David Sessions.

The developer of Glastonbury's Gateway Park, Casle also is constructing a medical-office building in Southington, and finishing work on its newest structure in its Crossroads Medical Office complex in North Haven.

Not included in the deal was the office building at 15 N. Main St. in West Hartford that Sessions and his realty partners developed and opened last fall.

"Medical is a vibrant part of the market, and we'll keep doing it," Sessions said.

— Gregory Seay

## SPOTLIGHT ON: EDUCATION



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## BY THE NUMBERS

184

The number of years Killingly's Rogers Corp. has been based in Connecticut, before its recent decision to relocate its headquarters to Arizona.

\$78.3M

The amount of money raised by the UConn Foundation in fiscal 2016, which was the second highest fundraising total in the school's history.

600

The number of workers Altice USA, parent company to Cablevision, is laying off in Connecticut as a result of technology improvements and declining call-center volume.

\$219M

The amount state government spent on overtime in fiscal 2016, which was down 14.5 percent from a year earlier, representing a reduction of \$37.1 million.

## TOP 5 MOST READ

on [HartfordBusiness.com](http://HartfordBusiness.com)

- **Rogers Corp. leaving its 184-year-old Killingly base to relocate to Arizona**
- **MGM reveals Bradley casino plan**
- **S&P: CT more susceptible than most to recession**
- **Yale, UConn Law schools pay off for grads, survey shows**
- **Study: Younger workers impacted by CT's sick-leave law**

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PGA pro Russell Knox, seen teeing off at the Travelers Championship at TPC River Highlands in Cromwell, won the tournament with a score of 14 under par 266.

## TOP STORY

## Travelers Championship sets record raising \$2.8M for charity

The 2016 Travelers Championship raised a record \$2.8 million for charity, largely in support of ALS research, the Travelers Cos. reported last week.

More than \$1.2 million of that total came from the Bruce Edwards Foundation Benefit Dinner, which focused on research funding for amyotrophic lateral sclerosis. The progressive disorder affects the function of nerves and muscle.

The tournament donates 100 percent of its net proceeds to nonprofits throughout New England.

This year, organizers placed an emphasis on supporting organizations that care for ALS patients and conduct research to find a cure. The ALS Clinic at the Hospital for Special Care in New Britain is the primary beneficiary.

Jay Fishman, executive chairman of Travelers' board, suffers from ALS.

The golf tournament also supported more than 100 charities throughout the region, including The Hole in the Wall Gang Camp.

Since Travelers became title sponsor in 2007, the championship tournament has generated about \$13 million for more than 500 charities.

## MANUFACTURING

## Rogers Corp. leaving its 184-year-old Killingly base to relocate to Arizona

Rogers Corp., based since 1832 in the eponymous portion of Killingly, is moving its Connecticut corporate headquarters to Arizona, company officials said last week.

Rogers' relocation will involve about 70 corporate employees "who support Rogers in areas such as human resources, information technology, finance and supply chain, among others," President and CEO Bruce D. Hoechner said in a news release.

Founded 184 years ago by Peter Rogers as a paperboard manufacturing company, Rogers has evolved into a global materials technology company.

The move "will build upon Rogers' presence in Arizona," Hoechner said, where the company has major business and manufacturing operations in the Phoenix area. — **Howard French, Journal Inquirer**

## Conval, longtime Somers manufacturer, relocating plant to Enfield

Conval Inc., a landmark local business that was founded in Somers and expanded in place for nearly 50 years, is leaving town.

It's not going far, however, shifting from its 265 Field Road site to a new location in neighboring Enfield — meaning its 100-plus employees will be able to keep their jobs.

The company's been squeezed for space for some time, according to Mike Hendrick, vice president of sales and marketing. Even with three buildings on its 1.8-acre site, Conval's manufacturing, sales and warehouse functions are all packed into just 45,000 square feet of floor space, Hendrick said.

The company has had a longstanding desire to remain in Somers, but was unable to find suitable additional space in town that was zoned for manufacturing, Chairman Frank A. Siver said. Its new location is the 75,000-square-foot former Quad/Graphics plant at 96 Phoenix Ave. — **Howard French, Journal Inquirer**

## ENVIRONMENT

## Connecticut sees foreclosure inventory improving

Connecticut's foreclosure inventory declined by just over 20.6 percent in June of this year compared with a year ago, slightly behind the national average of 25.9 percent, CoreLogic reported.

According to the June 2016 National Foreclosure Report by the property analytics provider, foreclosure inventory dropped 25.9 percent nationwide, along with a decline of 4.9 percent in completed foreclosures. Completed foreclosures nationwide decreased year over year from 40,000 in June 2015 to 38,000 in June 2016, CoreLogic said.

In Connecticut, completed foreclosures registered a more marked decline of 50.5 percent, from 5,031 in June 2015 to 2,488 this past June. The year-over-year serious delinquency rate also dropped in June by 25 percent. Overall, the state's foreclosure inventory rate for this past June was 1.6 percent.

Foreclosure inventory represents the number of homes at some stage in the foreclosure process, while completed foreclosures reflect the total number of homes lost to foreclosure proceedings.

## BANKING &amp; FINANCE

## KeyCorp's CT/Mass. banking team settles into place

Ohio financial services provider KeyCorp has set its Connecticut-Massachusetts executive-leadership team in the wake of its recent \$4.1 billion merger with former First Niagara Financial Group.

KeyCorp, parent of KeyBank, announced Monday its 13-member KeyBank regional team will be housed at 195 Church St. in downtown New Haven. Jeff L. Hubbard, who was named First Niagara's New England president in June 2015, heads KeyBank's Connecticut-Massachusetts group.

KeyCorp's slate of Hartford area executives include: Miranda Ronke-Czarnecki, mortgage sales leader — Hartford/Western Massachusetts; Martha Burgess, area retail leader — Hartford West; Mary Ann Ludtke, area retail leader — Hartford East; Carole Ibsen, area retail leader — Hartford North/Western Massachusetts.

## ECONOMY &amp; LABOR

## S&amp;P: CT's finances more vulnerable than most to recession

Low budget reserves, high fixed costs and an overreliance on income taxes from the wealthy puts Connecticut in the top handful of states most susceptible to significant fiscal stress in the first year of a moderate recession, according to an analysis by Standard & Poor's Global Ratings.

For its analysis, S&P — which has assigned Connecticut an "AA-" rating with a "stable" outlook — evaluated the 10 states with the most tax-supported debt.

Though S&P continues to handicap the chances of a U.S. recession at 20 percent to 25 percent, such an event would begin with a sharp drop in Connecticut's capital gains taxes, followed by a \$1.2 billion shortfall in general fund revenue, S&P said. Of that projected shortfall, the state only has about 11 percent in its budget reserves to cover it.

## EDUCATION

## UConn Foundation's FY16 fundraising second largest in its history

The UConn Foundation raised \$78.3 million in new gifts and commitments in fiscal 2016, the second highest in its history, it announced.

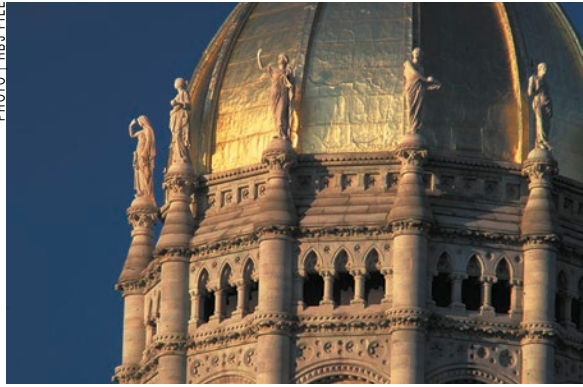
Foundation President and CEO Joshua Newton told his board of trustees that the total hits the year's fundraising goal and beats the previous year by \$400,000.

Amounts raised include \$16.1 million for scholarship and student support, \$25.4 million for research, \$29.8 million for program support, \$5.3 million for faculty support, and \$1.7 million for capital improvements, Newton said.

Of the total, \$57 million was designated for current operations, while \$21 million was earmarked for the school's endowment — which now stands at nearly \$375 million.



## GOVERNMENT, POLITICS & LAW



### OFA: FY16 overtime costs fall 14.5%

Connecticut's state government reduced overtime spending in the 2016 fiscal year by 14.5 percent from the year prior, according to the nonpartisan Office of Fiscal Analysis.

An OFA report shows that during the 12-month period ended June 30, state agencies decreased overtime use by \$37 million, from \$256.2 million in fiscal 2015 to \$219 million in the recently concluded year.

Figures released in July showed a slightly smaller decrease, 14

percent, because officials did not have all payment data for the final weeks of the fiscal year.

The Department of Correction showed the biggest OT decline at just under 24 percent, OFA said.

Other agencies with double-digit OT decreases that yielded substantial savings included the departments of Social Services, Developmental Services, Children and Families and Emergency Services and Public Protection.

### Bronin's Youth Service Corps launches in Hartford

Hartford Mayor Luke Bronin last week officially launched his signature youth employment campaign with a cleanup event alongside the Connecticut River in Hartford.

The Youth Service Corps has garnered \$5.5 million in funding to provide part-time work for 200 underserved city youths. The money has come from the federal government, the state and private sector, which kicked in \$2.2 million in donations.

The group will largely focus on blight remediation, home repair and environmental stewardship in the city's north end.

Bronin has said that high unemployment in parts of Hartford created the need for the group, which is modeled after citizen-work programs launched in the wake of the Great Depression.

## HEALTH CARE

### Joint replacements, endoscopies among leading procedures in CT

Major joint replacements or reattachment of lower extremities and upper GI endoscopies were the most frequent inpatient and outpatient surgical procedures, respectively, in Connecticut in fiscal year 2015, and digital mammography was the top imaging procedure, according to new data from the state.

The rankings are from Connecticut's 28 acute care or short-term hospitals, 18 hospital satellite outpatient surgical facilities

and 61 free-standing outpatient surgical facilities. A state law passed last year requires the report.

The law requires the Department of Public Health's Office of Health Care Access to collect patient-level discharge and encounter data from the facilities. The data also includes Connecticut Insurance Department information on imaging procedures from a survey of health insurance carriers' fully-insured plans.

## WHAT'S AHEAD:

- 8/22 Focus: **Banking & Finance**
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MONDAY, AUG. 22

### Kick Start Your Presence: Social Media Strategy Series

The Entrepreneurial Center at the University of Hartford will host a Aug. 22 seminar that informs businesses how they can improve their presence on social media.

The seminar, which runs from 9:30 a.m. to 11:30 a.m. at 1265 Asylum Ave., Hartford, will help businesses understand how they can get the most out of their social-media efforts by building a strategy. Participants will learn to identify, plan and complete a content-strategy checklist, as well as perform a social-media guide.

Cost to attend is \$40.

For more information contact: Shelli McMillen, 860.768.5681, [entrectr@hartford.edu](mailto:entrectr@hartford.edu).

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Q&A

# Greater Hartford cancer care moves toward performance-based model

On July 1, the Center for Medicare and Medicaid Services (CMS) launched a new five-year trial program that aims to make Medicare patient cancer treatment more coordinated and cost effective.

Rocky Hill-based Starling Physicians, which formed last year through the merger of two physician groups with more than 250 providers, is among 195 physician groups nationwide — including three in Connecticut — that were officially accepted into the Oncology Care Model (OCM) program.

In exchange for their efforts, participating physician groups will receive a \$160 monthly payment from CMS for each patient treated under the program. They will also have the chance to earn performance-based payments tied to cost savings and quality measures.

OCM is one of many CMS initiatives that are pushing providers away from the long-dominant fee-for-service model and towards population-based or “accountable care” contracts.

The Q&A talks about the OCM program with Tracy King, Starling’s chief integration officer.

## Q: Why did Starling apply to join the OCM program?

A: Starling has always endeavored to provide whole-patient-centered care to oncology patients. The CMS OCM model recognizes the resources required to make oncology care truly comprehensive and provides some of those resources so practices like Starling can make the investments in technology and personnel to fully develop a comprehensive care delivery model. This program helps us more fully realize our goal of providing comprehensive, whole-patient-centered care.

## Q: What sorts of patients will you be seeing under this program?

A: This program is for patients with traditional Medicare coverage. In addition to our historic standard of care, which follows evidence-based clinical guidelines and pairs each patient with a physician/advanced-practice nurse team, the OCM program will allow us to expand our team with nurse navigators and social workers to address patients’ comprehensive medical and psychosocial care needs while they are receiving cancer treatment with Starling Physicians.

We are in discussions with health plans that cover other patients to expand this model to support those patients as well.

## Q: Starling was formed last year through the merger of Grove Hill Medical Centers and Connecticut Multispecialty Group. Does the fact that you are larger help you as you enter this new initiative?

A: Overall, the combined

size of Starling will allow us to make the investments needed to provide more comprehensive, whole-patient-centered care for the populations we serve.

Starling has a larger geographic footprint now and serves multiple hospitals with multiple specialties.

Our oncology division exists within a larger, multispecialty group that is finding ways to make these kind of investments in all of our clinical areas.

Our size allows us to serve more of our patients with our own providers, when they need the help of a specialist or in the hospital.

However, in the OCM program nationally, we are one of the smaller programs, and that’s because this is a big commitment.

## Q: How does CMS’ push toward coordinated, population-based care compare to what you are seeing from commercial payers?

A: The OCM is more comprehensive and better defined than some of the commercial programs we’ve discussed with the commercial payers.

Many of them are moving in this direction at this time, and we’re encouraging them to do so. The OCM requires medical practices to analyze patients’ needs and their medical issues very closely, so we can best understand the population we care for.

We think that the OCM model, or some variation on that model, should be the model of care for all patients receiving cancer treatment, based on clinical evidence, with highly personalized attention to patients’ clinical and psychosocial needs. ■



TRACY KING

Chief integration officer, Starling Physicians



Dr. Timothy Chartier, a Mohs micrographic surgeon and partner with one other doctor in Dermatology Surgical Associates LLC in Farmington and Glastonbury, believes the Medicare Access and CHIP Reauthorization Act of 2015 will have a negative impact on many small practices in the state.

# Many docs wary of Medicare reimbursement shift

By John Stearns

jstearns@HartfordBusiness.com

MACRA almost spells macramé, which is ironic given that the acronym for the new Medicare reimbursement rules doctors are facing seems to have more than a few physicians’ stomachs tied up in knots.

The Medicare Access and CHIP Reauthorization Act that Congress passed last year, better known as MACRA, represents a major change in how doctors will be paid for treating Medicare patients.

The Centers for Medicare & Medicaid Services is looking at quality and cost in the new system, said Matthew Katz, CEO and executive vice president of the Connecticut State Medical Society.

“If you save the system money, you get added payment,” he said. “If you cost the system money, compared to a benchmark, you lose some money. That’s essentially the structure.”

Today, doctors are paid a fee for service. That doesn’t go entirely away under MACRA, but more of a doctor’s pay will be tied to care quality and outcomes based on metrics, some already in place but not mandated, that some area doctors say are complicated and sometimes irrelevant to patient care. Their reimbursement could rise or fall based on those performance measures.

Connecticut doctors interviewed for this story, who were recommended by the medical society as representing a cross-section of practices, all support the need for cost savings, but not in ways they say could harm the doctor-patient relationship and care. They don’t like the prospects of being penalized financially for missing benchmarks that may not apply to every patient.

Some advocate delaying implementation of MACRA and others fear it could hurt solo and small practices, forcing them out of business or to join larger groups with more resources to deal with the system.

The first reporting requirements under MACRA, for which public comment has ended and final rules are expected to be published in November, begin in January. In theory, the 2017 program year will see the shift to MACRA, with payment adjustments applied beginning in 2019, the medical society said.

Despite the significant changes looming since MACRA was signed into law last year, accounting and consulting firm Deloitte found that half the 600 doctors

it surveyed recently about MACRA had never heard of it.

Sarah Thomas, managing director for research in the Deloitte Center for Health Solutions in Washington, D.C., said she wasn’t surprised by that finding, but “I was surprised that even doctors with a large share of Medicare patients didn’t know it.”

That highlights the need for educating doctors quickly about the law — no small feat considering its complexity.

“If we do not educate, we’re going to have a mess on our hands — and that needs to happen and needs to happen immediately,” Katz said.

## New rules

Between 4 and 9 percent of a provider’s Medicare reimbursement in the next few years will be based on two new reimbursement structures in MACRA from which physicians will choose: The merit-based incentive payment system, or MIPS; and alternative payment models, or APMs.

In MIPS, performance and “composite scores” will be based on four categories: quality, resource use, meaningful use of electronic medical records and clinical practice improvement activities (CPI), according to an American Medical Association summary. CPI is new and the other three, which some doctors say lack evidence supporting their benefit, will have different and changing weightings in the scores.

For missing performance thresholds, there will be maximum penalties of up to 4 percent in 2019, 5 percent in 2020, 7 percent in 2021, and 9 percent in 2022 and beyond, AMA said. Exceeding the performance threshold, physicians can earn bonuses on a sliding scale, with the highest bonus at least as high as the highest penalty for that year, AMA added.

Under APM, most providers will also be subject to MIPS, but will receive favorable scoring — with correspondingly higher reimbursement rates, according to a summary by Portland, Maine-based Network for Regional Healthcare Improvement (NRHI). Providers participating in the most advanced APMs (including accountable care organizations, patient-centered medical homes and bundled-payment models) may be designated as qualifying APM participants (QPs), which are not subject to MIPS. They may be eligible for annual 5 percent lump-sum bonus payments from 2019 through 2024 and other benefits, NRHI said.

Continued



## Medicaid Reimbursement

But APMs also can carry more downside risk if patient costs exceed certain thresholds and doctors have to eat the costs.

The alphabet soup is enough to boggle the mind, let alone the rules behind the letters.

"I think that MACRA could in the long run help to improve the quality not only of care provided, but the health and well being of Medicare beneficiaries in Connecticut, but it also has the potential to be the downfall of medical practice in Connecticut if it's done wrong," Katz said.

That's a concern of most Connecticut doctors interviewed for this story.

"I would say that it's going to have a very negative impact on many small practices in Connecticut," said Dr. Timothy Chartier, a Mohs micrographic surgeon and partner in Dermatology Surgical Associates LLC, which has offices in Farmington and Glastonbury.

Most physicians would agree with the concept of MACRA, the idea of which is to lower the cost of medicine while improving it, he said.

"I think that's where the rub is — that a lot of the measures they're instituting on practices are complex, they don't really have any real meaning to individual physician practices," he said.

Many measures required under MACRA don't apply to his area of practice and do little to improve patient care, he said.

"It's just going to increase my staffing overhead, it's going to detract me from doing what I primarily do for my patients and it's going to result in longer wait times for patients because now I'm getting slowed down basically to measure things that really have very little impact in the care of my patients," Chartier said.



► **'I think that MACRA could in the long run help to improve the quality not only of care provided, but the health and well being of Medicare beneficiaries in Connecticut, but it also has the potential to be the downfall of medical practice in Connecticut if it's done wrong.'**

Matthew Katz, CEO and executive vice president, Connecticut State Medical Society



Jeff Gordon, hematologist oncologist, New London Cancer Center



Dr. Courtland Lewis, orthopedic surgeon, Hartford HealthCare Bone & Joint Institute, Hartford Hospital

Physicians practice evidence-based medicine, but many of the new regulations have no evidence they improve care, he said.

So what's the answer?

"Continuing to work on the concepts behind MACRA ... and that they're rolled out in a way that's not punitive to practices," Chartier said.

Jeff Gordon, a hematologist oncologist who practices with two other doctors in the New

London Cancer Center in Waterford, said doctors could help make MACRA better and he hopes it can be delayed to allow that.

"My opinion is that if there are no changes made with it and it's not slowed down to really try to make it a more effective program and a more user-friendly program for patients and for physicians, it's doomed to failure," said Gordon, incoming president of the state medical society.

### Small groups in peril

Dr. Courtland Lewis, an orthopedic surgeon in the Hartford HealthCare Bone & Joint Institute at Hartford Hospital, is already operating under an APM through a bundled-payment program. While his group has made significant cost improvements to patients' overall care, specifically post-discharge as more patients rehab at home instead of inpatient rehabilitation facilities, the group hired two nurses to help patients navigate from presurgery through 90 days postsurgery.

However, the group still is not able to hit Medicare price targets, meaning it's costing more to

manage the program than the group is getting back through it and it won't get any easier under MACRA as price targets adjust, Lewis said.

Lewis thinks the answer is to pilot alternative-payment models until there's a high level of confidence they'll work in the real world across different geographies

and patient populations.

He also fears MACRA's impact on solo and small practices. The logistics of participating in such programs are substantial, he said.

"It takes resources, it takes people," Lewis said. "If you're in a big practice like I am, even though it's single-specialty practice, you've got a prayer of a chance because we've got some folks whose job it is to help us collect the information."

Deloitte's Thomas said MACRA is happening, although it's possible some parts could be delayed. Additionally, health plans may want to align their quality-measurement strategies and value-based care strategies with MACRA, she said.

"So I think there's some implications for health plans and for providers and frankly even for some of our life sciences companies because they're going to need to think about what this is going to mean for them — so the whole industry is interested in this law," she said. ■

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Largest assisted-living facilities in Greater Hartford

(Ranked by number of units as of July 2016)

Rank	Company	Total units	No. of efficiencies/ One-bedrooms/ Two-bedrooms	Amenities	Monthly fee/ Down payment	Percent occupied	Medical assistance/ 24-hour security	Owner/ Company	Year built
1	<b>Masonicare at Ashlar Village</b> Cheshire Road Wallingford, CT 06492 203-679-6425 masonicareassisted.org	136	68 63 5	Housekeeping, linens, utilities, activities, transportation, maintenance, security, dietary, 24-hour emergency call system, and three meals daily	\$4,019 (1) \$0 (2)	87%	Y Y	Masonicare	1998
2	<b>The Hearth</b> 281 Western Blvd. Glastonbury, CT 06033 860-430-4247 glastonbury.thehearth.net	135	53 69 13	24-hour nurse on-site, three meals daily, weekly housekeeping, wellness aid, van for transportation, theater room, beauty salon, country kitchen, resident laundry, game room, billiards, raised garden beds and enclosed courtyard for memory care	Varies (3) \$0	90%	Y Y	The Hearth Management LLC	2014
3	<b>Suffield by the River</b> 7 Canal Road Suffield, CT 06078 860-668-6672 suffieldbytheriver.com	119	27 44 11	Eight single-home, independent, assisted-living and memory-care units	\$4,200-\$7,200 None	93%	Y Y	Celia J. Moffie Owner & executive director	1998
4	<b>Atria Greenridge Place</b> (4) 1 Elizabeth Court Rocky Hill, CT 06067 860-257-0000 atriagreenridgeplace.com	108	46 57 5	Scheduled transportation, three meals daily, life-guidance program for memory impaired residents, independent living, assisted living with care services and medication management	\$4,690-\$7,625 \$3,500 Community fee (one-time)	95%	Y N	Atria Senior Living Group Inc.	1998
4	<b>The Saybrook at Haddam</b> 1556 Saybrook Road Haddam, CT 06438 860-345-3779 thesaybrookathaddam.com	108	38 62 7	Dining, exercise, movie room, library and assisted living and safe harbor for residents with Alzheimer's and memory-related disorders	\$4,000-\$7,785 \$2,120	91%	Y Y	Joe Irving MCAP Sabine Pointe LLC	2007
6	<b>Hoffman SummerWood Community</b> 160 Simsbury Road West Hartford, CT 06117 860-523-3808 hoffmansummerwood.org	104	0 86 18	Fine kosher dining, weekly housekeeping and linen service, optional health services, transportation program, social and cultural activities, on-site fitness and art classes	Varies None	97%	Y Y	Hebrew HealthCare Inc.	2001
7	<b>River Ridge at Avon</b> 101 Bickford Ext. Avon, CT 06001 860-677-2155 benchmarkseniorliving.com	102	39 54 9	Three meals daily, weekly housekeeping, transportation, calendar of activities and memory care	Varies Varies	95%	Y Y	Benchmark Senior Living	1997
8	<b>The Village at Buckland Court</b> 432 Buckland Road South Windsor, CT 06074 860-644-7366 benchmarkseniorliving.com	100	68 28 4	Three meals daily, housekeeping, transportation, full calendar of events and programs and memory care	Varies Varies	95%	Y Y	Bennchmark Senior Living	1999
8	<b>The Village at Kensington Place</b> 511 Kensington Ave. Meriden, CT 06451 203-235-0181 benchmarkseniorliving.com	100	60 34 6	Three meals daily, full calendar of programs, transportation, entertainment and memory care	Varies Varies	95%	Y Y	Benchmark Senior Living	2001
10	<b>The Village at South Farms</b> 645 Saybrook Road Middletown, CT 06075 860-344-8788 benchmarkseniorliving.com	95	69 20 6	Three meals daily, full calendar of activities, transportation, entertainment and memory care	Varies Varies	95%	Y Y	Benchmark Senior Living	1999
11	<b>The Orchards at Southington</b> 34 Hobart St. Southington, CT 06489 860-628-5656 southingtonorchards.org	90	15 71 4	Meals included, housekeeping, transportation, good-life fitness, activities and entertainment	\$3,500-\$5,000 \$2,000	99%	Y Y	Central Connecticut Senior Health Services	1998
12	<b>Residence at South Windsor Farms</b> 152 Deming St. South Windsor, CT 06074 860-432-2911 residencesouthwindsor.com	80	49 29 2	Private apartment, utilities, healthcare professionals regularly visit, maintenance, weekly housekeeping and laundry; social, recreational and cultural activities, 24-hour trained staff and wellness activities	\$4,995-\$7,675 Community fee \$4000	95%	N Y	The Residence at South Windsor Farm LCB Senior Living LLC	2015
13	<b>Cedar Mountain Commons</b> (4) 3 John H. Stewart Drive Newington, CT 06111 860-665-7901 cedarmountaincommons.org	78	18 54 6	Meals, transportation, nursing, social activities, heat, air conditioning, electricity, independent and assisted-living apartments	\$3,965-\$7,835 \$2,000 (5)	90%	N (6) Y	James Casey Executive director Hartford Hospital/ Jefferson House	2001
14	<b>Brookdale Place of West Hartford</b> (4) 22 Simsbury Road West Hartford, CT 06117 860-523-9899 brookdale.com	75	32 24 19	Daily housekeeping, three meals daily, personal laundry, transportation, social activities, personal-care assistance and secured neighborhood for people with dementia	\$3,820 One-time community fee equal to one month's rate is paid	80%	Y Y	Brookdale Senior Living	2001
15	<b>The Residence at Brookside</b> 117 Simsbury Road Avon, CT 06001 860-284-5000 residencebrookside.com	74	43 28 3	Private apartment, utilities, healthcare professionals regularly visit, maintenance, weekly housekeeping and laundry; social, recreational and cultural activities, 24-hour trained staff and wellness activities	\$4,350-\$7,950 Community	95%	N Y	The Residence at Brookside LCB Senior Living LLC	2015
16	<b>Middlewoods of Farmington</b> 509 Middle Road Farmington, CT 06032 860-284-5700 middlewoods.org	71	42 23 6	Three meals daily, housekeeping, laundry, utilities, transportation, activity programs, wellness clinic and on-site registered nurse	\$3,500-\$5,500 First and last month's rent	95%	Y Y	United Methodist Homes	1999
17	<b>One MacDonough Place</b> 1 MacDonough Place Middletown, CT 06457 860-358-5800 onemacdonoughplace.org	70	37 30 3	Private apartment, three meals daily, weekly housekeeping and laundry, utilities, scheduled transportation, daily exercise programs, free WiFi, social, recreational, and cultural programs, 24-hour nursing supervision, custom-care plans and emergency response system	NA None	NA	Y Y	Middlesex Health System	1998
18	<b>The Atrium at Rocky Hill</b> 1160 Elm St. Ext. Rocky Hill, CT 06067 860-563-5588 benchmarkseniorliving.com	54	54 0 0	Specialized memory care, three meals daily and daily calendar of activities	Varies Varies	90%	Y Y	Benchmark Senior Living	2000
19	<b>Covenant Village of Cromwell</b> 52 Missionary Road Cromwell, CT 06416 860-635-2690 covenantretirement.org	50	34 15 1	Library and chapel, scheduled transportation, daily activities and exercise programs, beauty shop, gift shop, convenience store, nursing assistance, housekeeping, linen service, medication reminders, dining, daily activity programs and safety features	\$5,056-\$7,326 None	92%	Y Y	Covenant Retirement Communities	1962

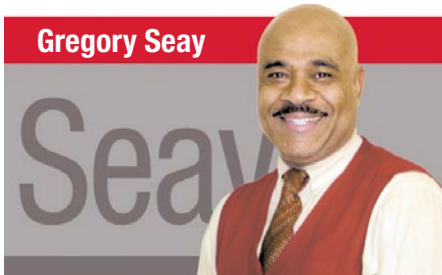
Brookdale Farmington (formerly called The Gables at Farmington), Brookdale Mountain Laurel Hebron (formerly called Emeritus at Mountain Laurel) and The Retreat did not respond to the survey.  
Source: Each facility via survey and Connecticut Assisted Living Association. Notes: NA = Not available.  
(1) Base rent starting fee.  
(2) No down payment other than one month's rent.  
(3) Memory care is an all-inclusive price. Month-to-month payment, no buy-in, no community fee, \$500 one-time processing fee.  
(4) Data are from 2015 survey.  
(5) Reservation deposit.  
(6) Nursing assistance is available.  
—Compiled by Stephanie R. Meagher and Brendan Sullivan.

To view the full list, please visit HartfordBusiness.com



# Milestone for CCAT's E. Hfd. expansion

Gregory Seay



The Connecticut Center for Advanced Technology Inc. (CCAT) in East Hartford has finished the first phase of a \$5 million facility expansion that includes the addition of new equipment for producing metal and composite parts.

CCAT's Advanced Manufacturing Center, within the United Technology Research Center, 409 Silver Lane, recently added 1,100 square feet of new space at the previously 15,000-square-foot facility that will house three new machines, officials said.

To speed the manufacture of complex metal parts, CCAT's new hybrid machine will combine the latest additive technology with legacy subtractive manufacturing in one unit. In addition, an ultrasonic milling machine will expand capabilities for shaping and finishing metal parts.

Lastly, CCAT's new state-of-the-art, five-axis laser machine will help manufacturers produce components using composite materials and aerospace alloys. Installation and set-up of the new equipment has begun

275 Newington Road, New Britain.



and is slated to be completed by early 2017.

CCAT designed the new space, in conjunction with the contractor Ansaldi Construction of Manchester and equipment manufacturer/integrator Zimmermann.

## N. Britain space

A former Webster Bank branch in New Britain is available for lease.

The free-standing brick building at 275 Newington Road had been a bank branch since 1991. Webster closed the branch in May, serving customers from a branch about 1 1/2 miles away, at 450 Main St., a bank spokeswoman said.

According to listing broker Century 21 Clemens & Sons Realty, the building is in good condition and in a great location near John Downey Drive and the Newington town line, and has potential to house another bank or credit union, commercial offices, among other uses.

Traffic count is more than 12,000 vehicles daily. The interior includes a flexible floorplan with 10-foot clearance to the

ceiling tiles. All utilities and mechanicals have been updated.

There are two handicapped-accessible bathrooms, lunch area and storage. The lease of \$16 per square foot annually includes snow removal and landscaping.

## All Mail Direct's new space

New Britain's All Mail Direct Inc. has leased 54,000 square feet in Berlin for its fulfillment and outsourced warehousing operations.

Lakewood Associates owns the 127,000-square-foot facility on 45 acres at 128 Old Brickyard Lane.

The 127,000-square-foot industrial facility on 45 acres is owned by Lakewood Associates LLC.

## Bristol building for sale/lease

A 17,792-square-foot industrial building in Bristol is up for sale or lease, brokers say.

Sentry Commercial is listing broker for 135 Cross St. The free-standing building rests on 1 acre. It has one dock, a single



drive-in door and 5,000 square feet of office space.

Originally built in 1964 and refurbished in 2003, the building is for sale at \$795,000, or can be leased for \$7 a square foot, Sentry

said. It has a 12-foot by 12-foot loading door and 30 spaces of parking.

Economic incentives available, Sentry said.

## \$750K Cromwell listing

A Cromwell retail pad site comprised of an existing building on 0.58 acres is for sale at \$750,000, brokers say.

The site at 33 Berlin Road/Route 372 is amid an active retail corridor, adjacent to Shunpike Road and Route 9, which combined deliver about 20,000 vehicles daily past the location, according to listing broker Reno Properties Group LLC.

A 3,184-square-foot building exists on the site next door to a Cumberland Farms convenience store, Walgreens drug store, and a Super Kmart.

*Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com.*

*Gregory Seay is the Hartford Business Journal News Editor.*

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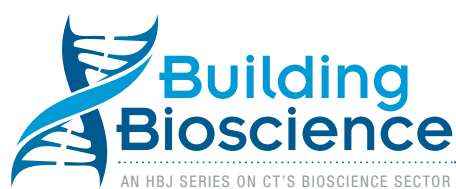




Achillion Pharmaceuticals' Chief Financial Officer Mary Kay Fenton and Chief Executive Officer Milind Deshpande are among long-time hands who have guided the 16-year-old company through development of a portfolio of anti-disease treatments. Achillion is now focused on complement immune system treatments.

▶ from page 1

# Achillion pivots toward new treatments



By Gregory Seay  
gseay@HartfordBusiness.com

**T**wo path-altering scenarios emerged in the spring of 2015 from New Haven-based Achillion Pharmaceuticals' licensing of its Hepatitis C treatments to medical-products behemoth Johnson & Johnson Co.'s Janssen Pharmaceuticals division.

First, says Connecticut bioscience entrepreneur David I. Scheer, Achillion's chairman and co-founder, Achillion garnered an upfront \$225 million investment — one that could grow close to \$1 billion with additional “milestone” payments — from the maker of Band-Aids, baby powder and life-saving drugs for a variety of ailments, including its own cocktail of Hep C-fighting compounds.

Rather than emulate its highly successful cross-street neighbor, Alexion Pharmaceuticals, which has reaped billions in sales and a lofty stock price since U.S. approval of its Soliris drug a decade ago, Achillion chose to license its Hep C intellectual property to a larger partner with deep pockets to commercialize its antiviral portfolio. An estimated 170 million people worldwide have Hepatitis C, which can cause liver failure.

“We had a drug candidate that could work really well in [a Hepatitis C virus] portfolio,

and it filled a gap they had in their treatment portfolio,” said Achillion CEO Milind Deshpande. “It was a great validation of all the innovation we put into our program.”

Wall Street, too, likes what it sees in publicly traded Achillion. With its stock price trending upward lately, since the May 2015 announcement of its Janssen Hep-C partnership, Achillion's market capitalization is cresting above \$1.2 billion.

More importantly, Achillion is using its \$426.5 million cash horde as of June 30 to self-fund its latest pivot into research and development, and perhaps eventual commercialization, of a class of treatments aimed at enhancing the effectiveness of the human body's disease-fighting apparatus.

It will be the first clear test of a Connecticut bioscience company's ability to refocus its drug-development model and talent toward development of an entirely new class of treatments that leverage the body's ability to battle certain ailments like a life-threatening blood disease and another that causes blindness.

Such research pivots are common among drug developers, but Achillion appears to be the first growing Connecticut biopharma to undertake such a risky move, observers say.

The second scenario that emerged, and most important to the future of Connecticut's evolving bioscience cluster, Scheer says, is that the Achillion-Janssen deal generated the kind of buzz in the U.S. and global bioscience research and investor communities usually reserved for Boston's Cambridge-Route 128; California's San Diego and Silicon Valley; Austin, Texas; and North Carolina's “Research Triangle.”

“Achillion is a case study,” said Scheer, a



Achillion Pharmaceuticals researcher Jennifer Chu.

bioscientist who has staked four other bioscience ventures in and outside Connecticut the past 35 years, “because it embodies key elements of what ultimately can prove to make Connecticut a vibrant bioscience cluster.”

Stock analyst Brian Skorney, of Robert W. Baird Co. in New York, has tracked Achillion for a decade. Skorney said Achillion's 16-year arc reflects many of the ups and downs of drug development. The company invested millions and thousands of hours of research and clinical trials, yet ultimately was unable to commercialize its intellectual property on its own. But in the process, the proprietary knowledge and patents it amassed, along with Wall Street's confidence so far in Achillion's ability

to stake high ground in complement-associated treatments, is what has kept its stock at around \$9 a share, said Skorney, who currently rates its shares a “buy.”

Still, he says he has a “wait-and-see” posture toward Achillion going forward, primarily because even the biggest biopharmas with the world's best researchers fail more often than not in their quest to develop safe, effective drugs.

“Drug development is a very serendipitous effort, and the propensity for failure is very high,” Skorney said.

## ‘Achilles heel’

As Achillion, Alexion, Arvida LLC,





PHOTO | CONTRIBUTED

Achillion has expanded its lab-office footprint at 300 George St. in New Haven.

Koltan Pharmaceuticals and other Connecticut-borne biopharmas continue to attract capital and talent, and develop R&D and commercialization partnerships, Scheer sees the state's bioscience industry generating a sustainable momentum.

"They will attract more investors, more entrepreneurs, more innovators, more technology," he said. "The next five years will be extremely important in our state."

So, too, will the period be for the future of Achillion. With its Janssen partnership firmly in hand, Achillion's staff of scientists and other researchers are working on what they hope to be a game-changing batch of compounds capable of enhancing the body's complement portion of its immune system.

In general terms, the human complement system consists of multiple varieties of complement proteins that, when they detect a virus or bacteria, trigger the body's complement system to sweep out the invaders.

Indeed, the company's name derives from Scheer and his fellow co-founders' vision of discovering and developing antibiotics for infectious diseases. Their strategy, he said, was to find the "Achilles heel" or the source of vulnerability that would minimize the ability of microorganisms such as bacteria and viruses to develop resistance and escape the effects of treatment.

Achillion researchers already have identified several small-molecule compounds that show early potential as complement-immune system allies, said CEO Deshpande. Small-molecule compounds are more easily packaged into pill form for ingestion by patients; by contrast, large-molecule compounds are usually administered orally or intravenously.

For instance, Achillion has synthesized more than 1,600 molecules to try to home in on the ones that can be safely injected into the eye's retina to treat a debilitating ailment known as dry age-related macular degeneration, Deshpande said. Untreated,

it can cause blindness.

Another Achillion treatment in development would combat the same ailment targeted by Alexion's eculizumab — branded Soliris — a complement-associated protease inhibitor to treat paroxysmal nocturnal hemoglobinuria (PNH), which causes the complement system to run amok, destroying red blood cells.

As a blockbuster drug, Soliris has staked Alexion to hundreds of millions in sales and a \$31 billion stock market capitalization.

But while Soliris is delivered intravenously, Achillion's compound is meant to be taken orally.

For Achillion, as with any bioscience player, the key to successful drug commercialization is developing enough candidate compounds and putting them through rigorous development and clinical trials to ensure they cure more than they harm.

"For us, the pipeline is the key," Deshpande said. "We have to keep developing our pipeline."

But all of that takes time and money — lots of it. In the first half of this year, Achillion lost \$18.5 million vs. \$29 million lost in the first half of 2015. R&D and clinical-trial expenses, manufacturing costs and salaries accounted for the bulk of the company's cash burn in those periods. As is typical for drug developers, Achillion posted no revenue in the first half of this year vs. a modest \$711,000 in revenue in the first six months of 2015.

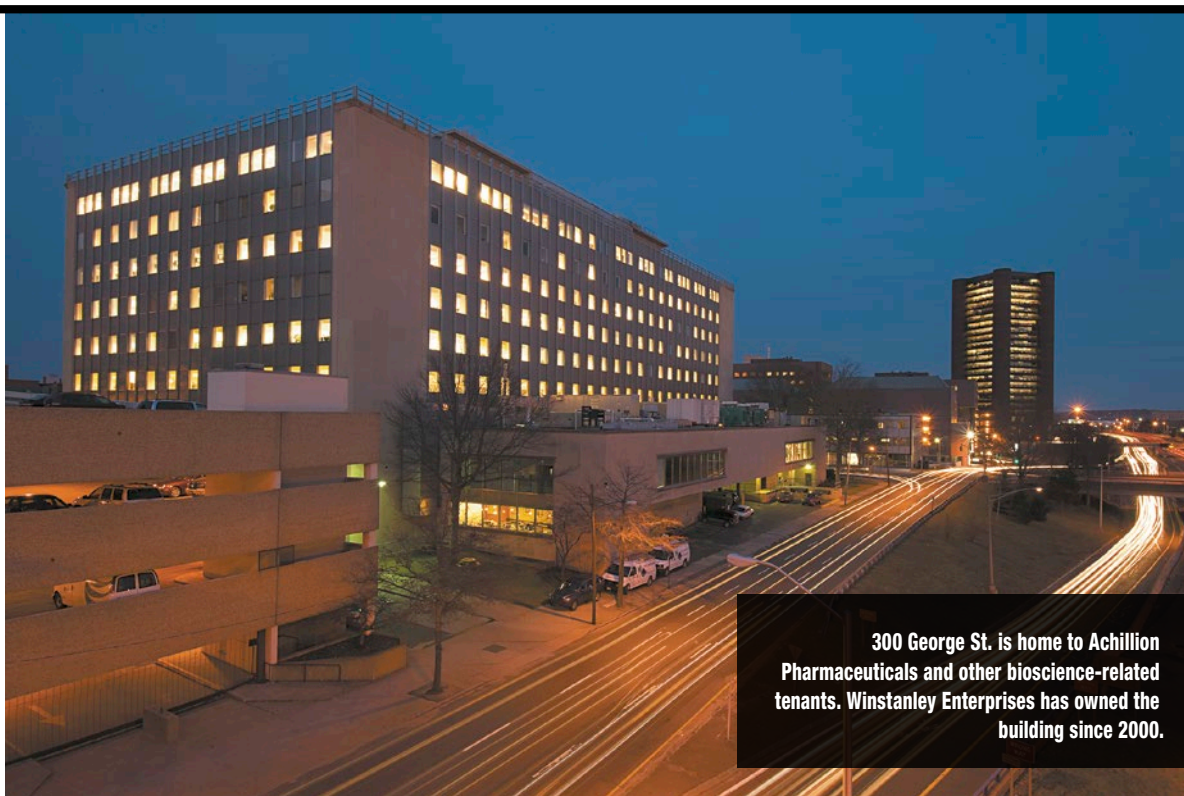
As of June 30, Achillion said it was running a pair of healthy volunteer clinical drug trials, and was preparing to start two other trials. One treatment targets PNH.

Even from its earliest days dating to 2000, when it was born with the assistance of Yale University's Office of Cooperative Research, Achillion has never lacked for talent and funding, said Deshpande, who has been with the company since 2001.

"These days, investors are very sophisticated," he said. "They understand the science. They understand the true medical need."



David I. Scheer, chairman and co-founder, Achillion Pharmaceuticals



300 George St. is home to Achillion Pharmaceuticals and other bioscience-related tenants. Winstanley Enterprises has owned the building since 2000.

## Achillion, its New Haven home grew up together

By Gregory Seay

gseay@HartfordBusiness.com

While Achillion Pharmaceuticals Inc. was busy developing life-improving treatments, its landlord was equally hard at work transforming the downtown New Haven laboratory-office building that's been its home from the start into a high-tech haven.

Achillion's 300 George St. headquarters once housed thousands of miles of telephone cable and tons of communications-switching equipment back when former Southern New England Telephone Co. owned it.

Today, the retrofitted 500,000-square-foot building houses offices and laboratories for at least a half dozen other bioscience companies. Achillion was 300 George's first tenant after Massachusetts-based Winstanley Enterprises acquired it in early 2000, followed soon after by antibiotics developer Melinta Therapeutics.

Yale University, too, is a tenant, whose early occupancy from such an established, creditworthy lessee, "helped get the building off the ground," said Winstanley Enterprises principal Carter Winstanley.

From just 25,000 square feet on a single floor, Achillion has nearly doubled that footprint, now spread over three floors. The building is 95 percent leased. Melinta occupies about 40,000 square feet; nonprofit spoken-written language researcher Haskins Laboratories occupies about 25,000 square feet; Koltan Pharmaceuticals has about 17,000 square feet. Yale University and Yale-New Haven Hospital, too, have sizable leases in the building.

Achillion officials say the building is ideally suited to its needs, especially as its staffing continues to expand.

As the building has been updated, so has its value; 300 George's land and building are listed on New Haven's tax rolls with an appraised value as of July 26 of \$80 million and an assessed value of \$56 million. That compares to a 2001 assessed value of \$5.9 million, according to the city assessor's office.

Many of the features that made 300 George ideal as a phone-company operations center have made it attractive as a bioscience facility, said Winstanley, who admits to initial doubts about the edifice's prospects.

"When we first looked at the building, it didn't look like a rehab candidate," Winstanley said.

But upon closer inspection of the building's internal bones, the new owners came away pleasantly surprised, he said.

For one, SNET had outfitted the edifice with a fully redundant electrical system, in case of power outages. It also had duplicate heating, ventilation and air-conditioning systems. Unusually high ceilings and extra-sturdy floor plates rounded out the building's structural attributes.



Winstanley Enterprises developed 14-story 100 College St. that is headquarters for Alexion Pharmaceuticals.

"A lot of those factors lent to a successful conversion [of 300 George] to a laboratory," Winstanley said.

He won't say how much Winstanley Enterprises invested to totally renovate and upgrade 300 George. Winstanley Enterprises is a major commercial developer that is landlord to a number of Hartford area properties, including the proposed Great Pond commercial-residential development in Windsor. The company also developed West Hartford's Elmwood Plaza on Newington Road.

"We made a significant investment to bring the lab infrastructure into the core of the building," Winstanley said. "The building has been a fantastic operational lab facility for the last 16 years."

But it turns out 300 George was only the first bioscience-specific development in downtown New Haven for Winstanley Enterprises.

Earlier this year, it finished construction of 100 College St., the 14-story, 426,000-square-foot tower that in February became the new home of Connecticut's first bona fide bioscience success, Alexion Pharmaceuticals.

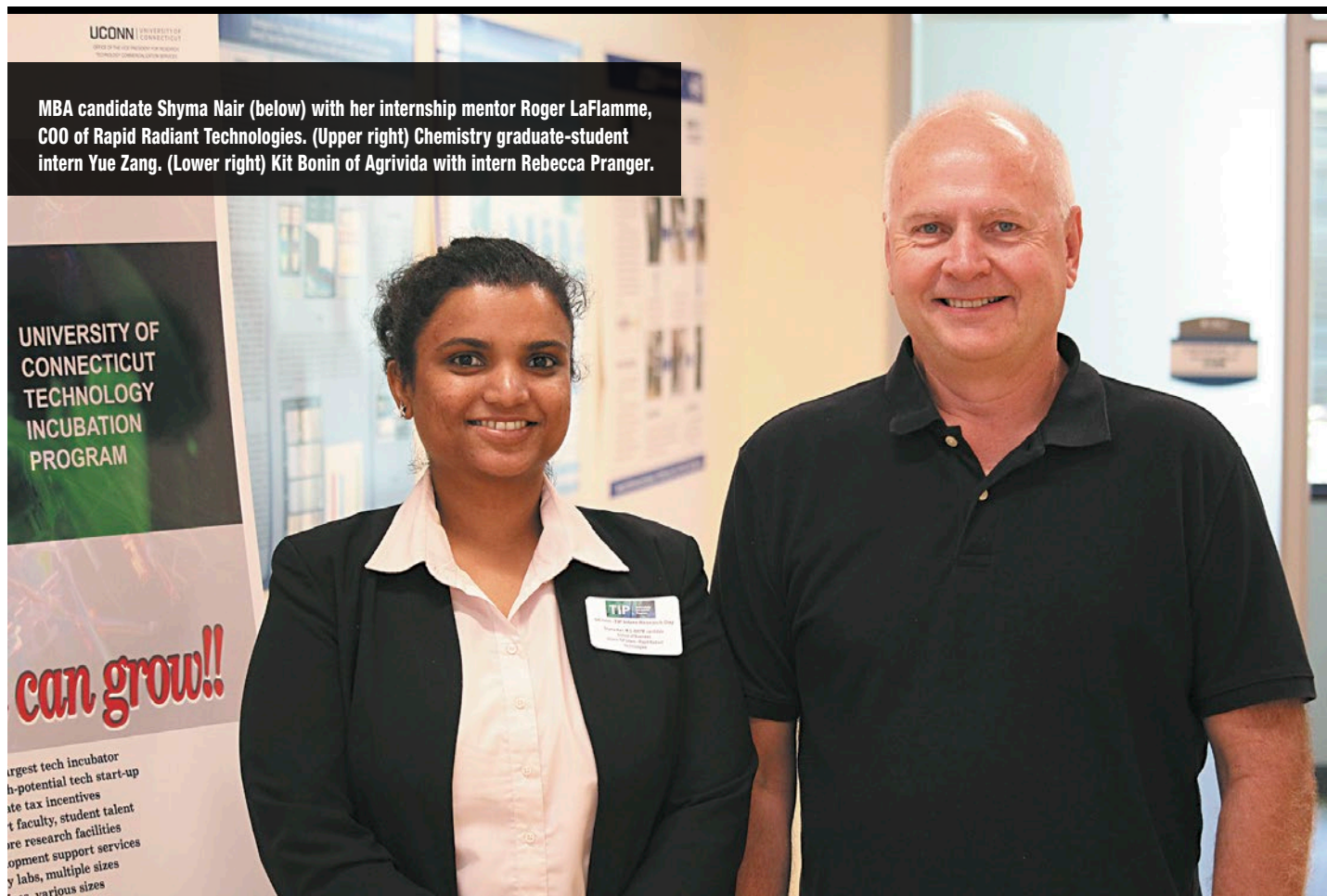
Lessons learned with the rehab of 300 George were applied to the development of 100 College, located right across from 300 George, Winstanley said.

With 300 George completed, Winstanley says his company has explored potential bioscience realty developments in the Hartford region. His experience, however, is that most bioscience startups prefer to cluster amid or near medical colleges.

Winstanley Enterprises for a time owned the former Farmtech Corp. building at 400 Farmington Ave., in Farmington, directly across from the UConn Health Center and the new Connecticut outpost of The Jackson Laboratory of Maine. The Farmtech property was sold to UConn, which has since rehabilitated the space as an incubator for bioscience startups.

"We continue to always look for opportunities ...," Winstanley said.





MBA candidate Shyma Nair (below) with her internship mentor Roger LaFlamme, COO of Rapid Radiant Technologies. (Upper right) Chemistry graduate-student intern Yue Zang. (Lower right) Kit Bonin of Agrivida with intern Rebecca Pranger.



HBJ PHOTOS | MATT PILON

from page 1

# Win-win for startups and students

and beauty products to the study of protein-coated inserts to treat degenerative eye diseases and the industrial implications of what happens inside a termite's digestive tract.

The students could very well become part of the STEM-talent (science, technology, engineering and math) pipeline Connecticut officials want to harness and grow in the state.

In all, 15 students joined the fifth annual graduating class of UConn's Technology Incubation Program (TIP) summer internship initiative, up from just two when the program was created five years ago by Caroline Dealy, an associate professor of reconstructive sciences.

Dealy said she hatched the idea when she realized there were no UConn students working in the TIP program, which was founded 13 years ago to provide lab space, technology, expertise and other support for startups germinated from university research.

Now, with the Storrs incubator facility fully leased and the recently expanded Farmington facility beginning to fill up, demand for interns is outpacing the supply, and Dealy wants to grow the student-help pipeline. But it will require more funding, she said.

The interns are paid a stipend ranging from approximately \$3,500 to \$5,000 for the 10-week program, financed entirely by various UConn departments.

The pay is one of the reasons the program has become competitive; more than 200 students applied this year.

For incubator tenant companies, it's yet another perk, in addition to competitive rents starting at \$20 per square foot for lab space as well as regular access to attorneys and Small Business Development Center officials, who keep office hours in UConn Health's 400 Farmington Ave. incubator in Farmington.

Some companies keep their interns on part time after the 10 weeks. Other interns have even landed full-time jobs.

"It increases [companies'] chances of hiring highly capable people," said Rita Zangari, UConn's director of innovation programs. "Those companies stay in Connecticut because they want to be where the talent is."

Kit Bonin, senior biochemist at Storrs-based



(Left) Intern Rebecca Axworthy. (Right) Intern program director Caroline Dealy with Victor Hesselbrock, vice chair of the Department of Psychiatry.

Agrivida, had high praise for the intern program, which has provided him with three interns he has found to be highly qualified.

"It's try before you buy," said Bonin, who this year mentored Rebecca Pranger, a junior majoring in cell biology and bioinformatics. "We want to get a student early enough to vet them and see if they can maybe continue during the school year for credit. It's worked out great for us."

Agrivida is developing animal nutrition enzymes. During her 10 weeks with the company, Pranger — a Coventry native — tested the ability of various enzymes in maize plants to increase fiber digestibility in cows.

Bonin said Pranger's work has real value for Agrivida.

"Being a small company, we can't afford to hire large groups of people, so expanding and contracting can be difficult and having an intern that can come in and actually do the work right away and be able to understand it and actually generate useful data for the company is huge for us," he said.

Pranger, who first experienced lab research in high school, said her time at Agrivida has convinced her that she wants to work in industry rather than academia — a choice with which she'd been grappling.

"I love the idea of applying research to a product," Pranger said.

Yue Zang, a master's candidate in applied chemistry who helped TIP company ReinEsse determine the most appropriate customer base for its wrinkle-reducing skincare product, said she was struck by the multiple roles people

play at startups.

"Sometimes you are a research person, sometimes you're a marketer and sometimes you have to be an accountant," Zang said.

Roger LaFlamme, co-founder and chief operating officer of Rapid Radiant Technologies, said he was able to find the perfect mix of skills in his company's intern, Shyma Nair, an MBA candidate at the UConn School of Business, who previously worked in IT and software positions for JP Morgan and Tata Consultancy Services.

"I was looking for somebody who can do research and she had a perfect background in terms of working on her master's in project-management analytics, and she happened to be an electrical engineer," LaFlamme said.

That all worked well for Rapid Radiant, since its infrared heating system technology uses electricity to charge capacitor banks that quickly heat an industrial curing oven. The oven can toast a bagel in about six seconds, Nair said during her presentation.

LaFlamme said he's already asked Nair about working for the company in the future.

"She has to go back to class through December," he said. "We're probably going to use her part time and I'd say there's a good chance she could be hired full time."

Despite her professional background at major corporations, Nair said her work at Rapid Radiant gave her a truer sense of entrepreneurship and innovation, as well as a better sense of the varying pieces of the business. She learned about patents, met with various industry

players, and sought to determine her company's competitive advantage in the market.

"I never got into all that when I was actually working," Nair said.

## Not just scientists

While most of the 32 companies in UConn's TIP incubators are in the biotech or software space, managers aren't just hunting for STEM interns.

At least several of the 15 students this year were communications or marketing majors with no special knowledge of biology, chemistry or other sciences. After all, startups need to market themselves like anyone else.

Among those interns was Rebecca Axworthy, who's majoring in communications and sociology with a minor in creative writing.

Axworthy spent her 10 weeks with Diameter Health, a healthcare software company that helps hospitals and other providers analyze data from their electronic health records to predict which patients might be at higher risk of falls or costly readmissions. Diameter, founded in 2013 outside Boston, has been in the Farmington incubator for the past year.

Axworthy wrote six scripts that Diameter hopes to translate into one-minute marketing videos aimed at its target audience.

"I've learned so much the past two-and-a-half months I've been working for them and it's really something that's taught me a lot about health care and [business-to-business] marketing — things I really had no experience with prior to this," Axworthy said.

Her mentor, Diameter CEO Eric Rosow, said the company is eyeing a rebranding and wanted to create an intern project that would be doable within 10 weeks.

"We've been really happy, not just with [Rebecca], but with the whole TIP experience," Rosow said.

Rosow said he plans to stay in touch with Axworthy. It's possible she could work for the company during the upcoming semester for college credits.

"We're definitely going to stay connected," he said. "I know she wants to see the fruits of her labor converted." ■



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Thursday, September 8, 2016

11:30 a.m. – 1:30 p.m.

Location: Farmington Gardens

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Single Ticket Rate: \$85

Table of Ten Rate: \$800

(Single Tickets: \$95 &

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AFTER September 1st)

Or Contact Amy Orsini at 860.236.9998 ext. 134  
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Keynote:

*The Path Toward  
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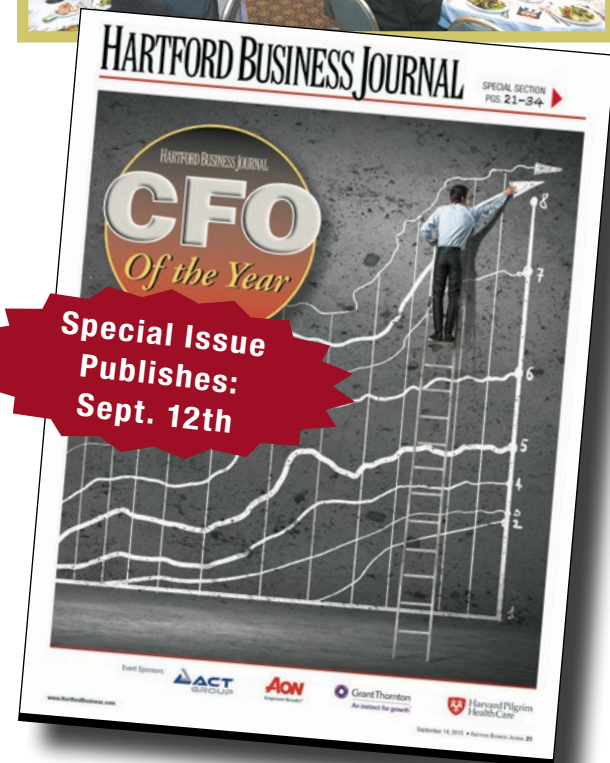


Speaker:

KEVIN  
LEMO  
State  
Comptroller



#HBJCFO



## 2016 CFO of the Year Finalists:

**David Bittner**  
Trinity Health —  
New England, Inc.

**Joseph Consorte**  
Connecticut Community  
Care, Inc.

**Sandra Cruz- Serrano**  
CREC

**Mark Daley**  
Materials Innovation and  
Recycling Authority

**Linda Discepolo**  
South Central Connecticut  
Regional Water Authority

**Amy Dunnells**  
Visual Perceptions

**Cecilia Faraci**  
Revolution Properties

**Joseph Geremia**  
Capital Region Development  
Authority

**Tammy Maguire**  
BlumShapiro

**David Marchak**  
Turbine Technologies Inc.

**Miriam Mercado**  
Pequenin CMRA

**David Mudano**  
Orthopedic Associates of  
Hartford PC

**Sheldon Paul**  
Proton Onsite

**Wanda Schulman**  
The Watkinson School

**Michael Shea**  
Connecticut Airport Authority

**Richard Sudol**  
Simsbury Bank

**Robert Trojanowski**  
Community Foundation of  
Greater New Britain

**Ronald Wuennemann**  
Supreme Industries Inc.

**John Zinzarella**  
The Metropolitan District  
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TOWN PROFILE

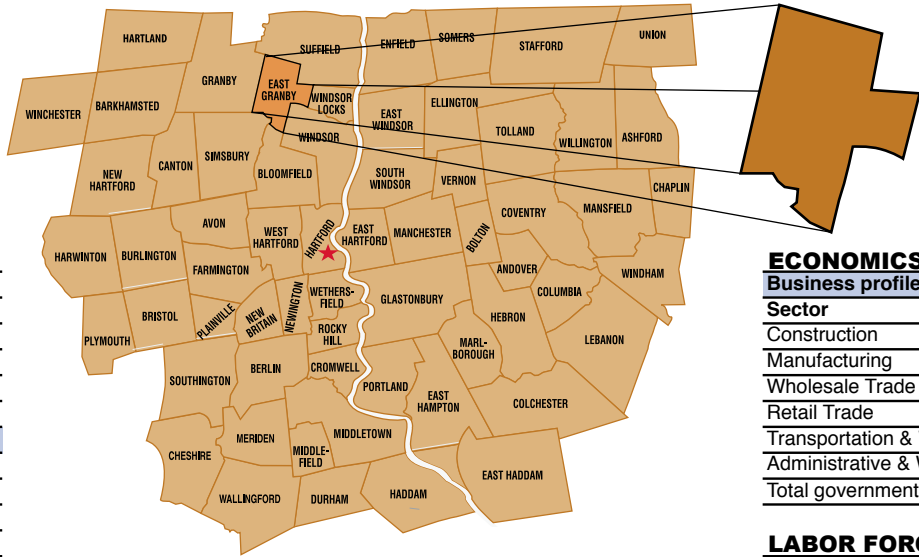
Land area (sq. miles)	18
Pop./sq. mile (2010)	290
Median age (2010-14)	43
Households (2010-14)	2,131
Median HH Inc. (2010-14)	\$71,272

Population (2010-14)	
2000	4,745
2010	5,148
2014	5,098
2020	5,341

Race/Ethnicity (2010-14)	
White	4,334
Black	314
Asian Pacific	171
Native American	0
Other/Multi-race	104
Hispanic	182

HOUSING	
Housing stock (2010-14)	
Existing units (total)	2,187
% single unit	78.0%
New permits auth. (2014)	2
as % existing units	0.10%
Demolitions (2014)	2
Residential sales (2013)	NA
Median price	\$280,500

Top 5 Employers	
CT Air National Guard	
Stub Hub	
MB Aerospace	
Rockbestos Cable and Wire	
Monrovia Nurseries	



Educational attainment (2010-14)			
Persons age 25 or older		Town %	State %
High school graduate	745	20%	28%
Associate's Degree	438	12%	7%
Bachelor's or more	1,664	45%	37%

GOVERNMENT	
Government form	Selectman-Town Meeting
Total revenue (2014)	\$20,138,719
Per capita tax (2014)	\$3,207
as % of state average	118.8%
Total expenditures (2014)	\$19,339,421
Total indebtedness (2014)	\$6,800,000
as % of expenditures	35.2%
per capita	\$1,305
as % of state average	56.3%
Annual debt service (2014)	\$578,013
as % of expenditures	3.0%
Equalized net grand list (2014)	\$804,101,890
per capita	\$154,279
as % of state average	107%

EAST GRANBY

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East Granby, CT 06026  
(860) 653-2576

ECONOMICS		
Business profile (2014)		
Sector	Units	Employment
Construction	25	140
Manufacturing	28	1,300
Wholesale Trade	27	256
Retail Trade	11	81
Transportation & Warehousing	19	434
Administrative & Waste Management	18	604
Total government	14	476

LABOR FORCE		
Commuters (2014)		
Commuters into town from:		
Enfield	272	Windsor Locks 143
East Granby	220	Simsbury 139
Granby	189	Windsor 129
Hartford	172	

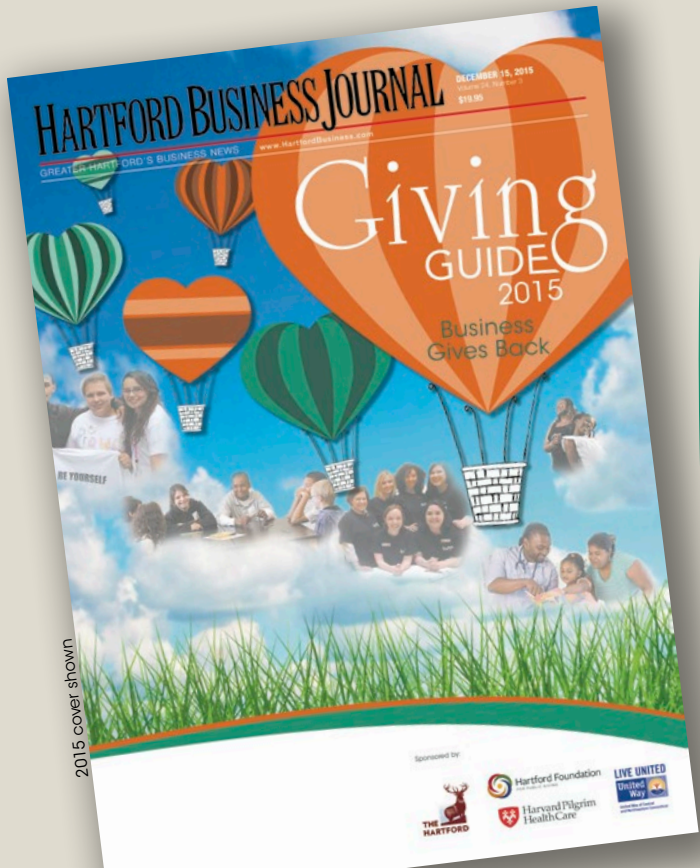
Labor Force (Residence)	
Employed	3,031
Unemployed	2,881
Unemployment Rate	150
	4.9%

Place of Work (2014)	
# of units	210
Total Employment	3,842
Manufacturing Employment	1,300

TOP 5 GRAND LIST		
Company	Amount	% of Net
Rockbestos	\$24.67M	3.90%
Connecticut Light & Power	\$21.3M	3.40%
Galasso	\$12.7M	2.00%
United Illuminating Company	\$10.0M	1.50%
MB Aerospace	\$9.6M	1.40%

Source: Connecticut Economic Resource Center, www.cerc.com

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HARTFORD BUSINESS JOURNAL

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Mobile Phone Service Provider  
Office Furniture Company  
Printing Company  
Public Relations Firm  
Signage Company  
Telecommunications Provider  
Video Production Company  
Video Services Provider  
Web Design Company

### Legal

Business Law Firm  
Law Firm  
Labor & Employment Firm  
Litigation Firm

### Meetings & Events

Attraction for Visitors  
Audio/Visual Production Company  
Business Meeting Venue  
Caterer for Corporate Event  
Corporate Event Venue  
Country Club  
Employee Outing Venue  
Nonprofit Fundraiser  
Private Golf Course  
Public Golf Course  
Promotional Products Company  
Sports & Entertainment Venue

### Education

Continuing Education Program  
MBA Program

### Personal Perks

Fitness Facility  
Hotel  
Jeweler  
Limousine Company  
Luxury Auto Dealer  
Mall/Shopping Center  
Men's Business Clothier  
Men's Shoe Store  
Private Flight Service  
Spa/Salon  
Women's Business Clothier  
Women's Shoe Store

### Financial

Accounting Firm  
Bank for Business  
Business Lender  
Commercial Mortgage Lender  
Commercial Credit Union  
Financial Planning Services  
Private Wealth Management Company

### Food & Beverage

After Hours Cocktails  
Business Bar  
Happy Hour  
Hotel Dining  
New Restaurant  
Outdoor Dining  
Overall Restaurant  
Power Breakfast  
Power Lunch  
Restaurant for Entertaining Clients  
Wine List

### Real Estate

Commercial Developer  
Commercial Interior Design Firm  
Commercial Landscape Company  
Commercial Real Estate Brokerage  
Electrical Contractor  
General Contractor  
Office Cleaning Company  
Office Remodeler  
Plumber/HVAC Contractor  
Retirement Community  
Roofing Company  
Waste Management

### Healthcare

Cardiac Practice  
Dermatology Practice  
Dental Practice  
Hospital/Medical Center  
Oncology Practice  
Orthopedic & Sports Medicine  
Physical Therapy Practice  
Practice

### Workforce

Executive Coaching Firm  
Executive Search Firm  
Employment Staffing Agency  
Employee Benefits Company  
Health Insurance Provider



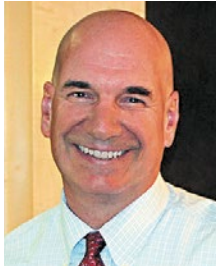
## MOVERS & SHAKERS



Kim Ramchandani



Lisa Carberg



Richard Drake



David Davison



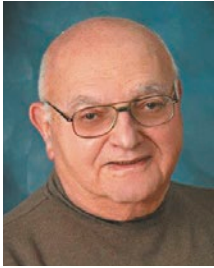
Daniel Allen



Kyle Civittolo



Thomas Wilks



Robert Chain

### Webster promotes three bankers to SVP

Webster Bank has promoted **Kim Ramchandani**, **Walter Squires** and **Carol Tartaglia** to senior vice president.

Ramchandani is a former banking center employee who transitioned to Webster Investment Services (WIS). She serves the Wallingford-North Haven-Milford-Westville area.

Squires joined Webster in 2000.

Tartaglia joined Webster in 1996 and covers the shoreline with six offices from East Haven to Groton and up Route 9 with an office in Essex.

### A/Z Corp. announces pair of hires

North Stonington-based engineering and construction company A/Z Corp., which has offices in Hartford and three other states and specializes in technology-driven and logistically sensitive industries, has hired **Lisa Carberg** as a development and marketing specialist and **Richard Drake** as director of design and engineering.

Carberg, a longtime Connecticut TV newscaster, will expand the company's brand recognition throughout Connecticut, Rhode Island and Massachusetts. Her resume includes 17 years at WWIT NBC Connecticut, where she worked as an evening news anchor and reporter.

Drake is a senior-level executive and licensed professional engineer with 30 years of experience in the industry. He has managed complex projects from design through construction, commissioning and startup, including high-profile initiatives in the specialty manufacturing, life sciences and utility sectors.

He previously served as regional vice president for ET Environmental.

### CT Council for Philanthropy appoints interim president

The Hartford-based Connecticut Council for Philanthropy (CCP) recently announced the appointment of **David Davison** as interim president following the recent departure of Maggie Osborn. Davison, who recently retired as president and CEO of the American Savings Foundation, will stay until a new president is named.

Davison, who has a 40-year career in nonprofits, served on the board of CCP for several years, including as its chair in 2009-2011 and is familiar with the organization's mission and membership.

### Dur-A-Flex hires marketing director

Dur-A-Flex Inc., a manufacturer of commercial, industrial and institutional seamless, resinous floor and wall systems, has appointed **Daniel Allen** as marketing director.

Allen joined the East Hartford-based company from J.A. King and Co., where he served as its industry business manager, chemical and energy. Allen will focus on new marketing strategies for current product lines as well as discovering potential new markets.

### Margaret Wilcox & Associates adds to team

Glastonbury-based Margaret Wilcox & Associates of William Raveis real estate announced that **Kyle Civittolo** has joined the group. Civittolo has been a Realtor since 2012, when he also started a real estate investment company that focuses on residential rehabilitations in Hartford County.

He also has worked for UnitedHealth Group as an IT finance consultant.

### O,R&L Commercial adds broker in Rocky Hill

O,R&L Commercial has added commercial agent **Thomas Wilks** to its Rocky Hill office team as a commercial broker.

Wilks has been a commercial broker throughout Connecticut and southwestern Massachusetts since 2009, working in retail, industrial and office leasing. He also specializes in investment and user sales of all property types, with a focus on multifamily investment sales.

Before becoming a commercial real estate professional, Wilks owned a restaurant in central Connecticut.

### HomeBridge Financial Services adds Rocky Hill mortgage loan originator

Iselin, N.J.-based HomeBridge Financial Services Inc., a privately held nonbank lender, announced that it has added mortgage loan originator **Robert Chain** to its Rocky Hill branch. Chain has 25 years of professional experience in finance, insurance and mortgages.

### Greater Hartford Arts Council announces officers, new board members

The Greater Hartford Arts Council said **David A. Carter** has been appointed chair of its board of directors and **Gena Glickman** has been elected president of the board.

Carter, executive vice president of middle market at The Hartford, succeeds the outgoing chair, Charles Gill, executive vice president and general counsel at United Technologies, following Gill's two-year term as chairman. Carter joined the Arts Council's board of directors in 2015 and was previously secretary of the board.

Glickman, president of Manchester Community College, succeeds the outgoing president, Morris Banks, member at Pullman & Comley LLC. Glickman has been a member of the Arts Council's board of directors since 2009 and had served as vice president since 2014.

Additionally, **Julie Alleyne** of Deposit Group LLC, who was previously second-vice president, is now vice president; **Kevin Smith** of Travelers was appointed second-vice president; and **Emma Ladd** of Lincoln Financial Group was selected secretary of the board. The Arts Council also welcomed two new members to its board: **Dan Hincks**, CEO of Infinity Music Hall & Bistro and CEO of Data Management Inc., and **Karen Eisenbach**, chief marketing officer of retirement at Voya Financial.

## NONPROFIT NOTEBOOK

### NONPROFIT PROFILE

## Hartford Stage Company

50 Church St., Hartford | [www.hartfordstage.org](http://www.hartfordstage.org)

#### MISSION

To enlighten, entertain and educate by creating theatrical works of the highest caliber.

#### TOP EXECUTIVE

**Michael Stotts**, Managing Director

#### SERVICES

Performing-arts theater.

#### FY 2015 SUMMARY

	2014	2015
<b>Total Employees</b>	247	262
<b>Total Assets</b>	\$15,009,891	\$18,192,405
<b>Total Liabilities</b>	\$2,970,061	\$3,922,411

#### REVENUES

<b>Contributions &amp; Grants</b>	\$4,093,761	\$6,438,024
<b>Program Service Revenue</b>	\$4,014,947	\$4,882,751
<b>Investment Income</b>	\$607,348	\$82,073
<b>Other</b>	\$52,449	\$18,006
<b>TOTAL</b>	<b>\$8,768,505</b>	<b>\$11,420,854</b>

#### EXPENSES

<b>Grants</b>	\$0	\$0
<b>Member Benefits</b>	\$0	\$0
<b>Salaries/Employee Benefits</b>	\$4,504,566	\$4,599,582
<b>Fundraising Fees</b>	\$0	\$0
<b>Other</b>	\$4,100,409	\$4,599,582
<b>TOTAL</b>	<b>\$8,604,975</b>	<b>\$9,108,308</b>
<b>MARGIN</b>	<b>\$163,530</b>	<b>\$2,312,546</b>

#### TOP PAID EXECUTIVES (FY2015)

	Base Salary	Total Compensation & Benefits
<b>Michael Stotts</b> , Managing Director	\$190,999	\$198,232
<b>Darko Tresnjak</b> , Artistic Director	\$190,999	\$198,894
<b>John Bourdeaux</b> , Director of Development	\$102,008	\$103,580

SOURCE: GUIDESTAR IRS 990 TAX FORM

The **University of St. Joseph** (USJ) in West Hartford says it has drawn **\$930,000** in federal funds for scholarships for its neediest students pursuing nursing degrees.

USJ President Rhona Free said it will use its U.S. Health Resources and Services Administration (HRSA) grant to award seven scholarships of

\$20,000 to \$25,000 per year for four years to assist exceptional female students studying full time for a bachelor's degree in nursing, beginning this fall.

In all, 117 scholarships are planned using the HRSA grant, Free said.

"The rising cost of college is of primary concern to students, their families and this institution, so we at the University of St. Joseph are especially thrilled to be able to offer several significant scholarships to qualified students," Free said in a statement.

Dr. Patricia Padula Morgan, chair of the Department of Nursing and associate dean of the School of Health and Natural Sciences, will serve as project director.

Earlier this year, USJ cut room and board costs, eliminated its housing amenities fees, and extended free on-campus housing for Hartford Promise students.

**The Gesell Institute of Child Development** in New Haven was awarded a **\$3,500** check by **Big Y Supermarket**.

The donation was made through the proceeds from the 35th Annual Paul and



Gerald D'Amour Memorial Golf Outing.

Pictured (on left) is Peg Oliveira, interim executive director of the Gesell Institute of Child Development.

Glastonbury's **Good-Works Insurance** recently announced a **\$5,000** grant to **reSET**, whose mission is to advance the social-enterprise sector.

The unrestricted funds will go towards reSET's operations and enable it to apply for matching funds from the U.S. Economic Development Administration.

The **Community Foundation of Greater New Britain** is offering a **\$10,000** grant through its **Catalyst Fund** to nonprofit organizations serving Berlin, New Britain, Plainville and Southington, which offer or propose to develop innovative solutions to the challenges of youth and family homelessness.

**Fidelco Guide Dog Foundation** has been awarded a **\$10,000** grant from the **Petco Foundation**.

The grant will help to support Fidelco's exclusive breeding program as well as its Young Puppy Development Program, which ensures its pups are safely exposed to an increasing amount and variety of diverse stimulation to help them grow and develop.

Fidelco President and CEO Eliot Russman said it takes two years, 15,000 hours and \$45,000 to produce and place each Fidelco guide dog.





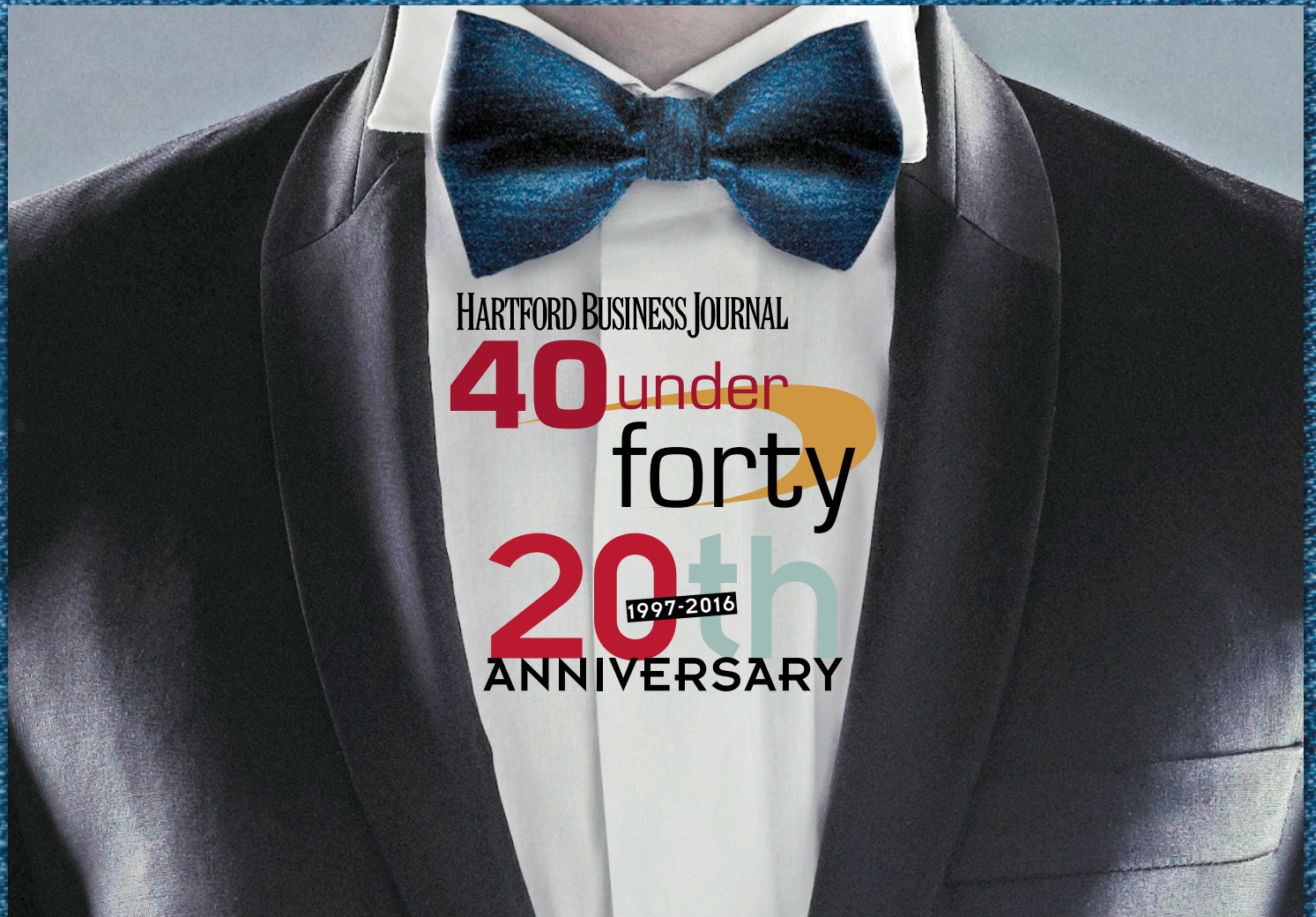
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Proceeds to benefit Junior  
Achievement of Southwest  
New England



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our fashion board  
with styles from  
Costanzo Clothiers



# Mark September 14th on your calendar for the **20th Anniversary of 40 Under Forty** **'BLACK TIE & BLUE JEANS' EVENT** *Cool things just stand the test of time.*



**JOIN US** as we honor the 2016 class of winners and celebrate the 40 Under Forty legacy!

**WEDNESDAY, SEPTEMBER 14TH, 2016**

**5pm-9pm; CT CONVENTION CENTER | HARTFORD**

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## **A Special Call-Out to All Former 40 Under Forty Winners!**

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EDITORIAL

# Despite circus, economy, budget top CT voters' minds

**D**onald Trump's presidential candidacy has diverted much of the attention away from real policy issues this election year, but make no mistake about it: The economy and Connecticut's fiscal standing will be the top issues on Nutmeg State voters' minds when they head to the ballot box this November.

That's why the state's current ruling class — Democrats currently own the House and Senate as well as the governor's mansion — likely trembled last week at the series of bad economic news that hit the news wires:

- Rogers Corp., which has been based in Connecticut for 184 years, announced it was moving its corporate headquarters to Arizona, relocating at least 70 jobs.
- Cablevision's new parent company — Altice USA — said it was laying off 600 of its Connecticut employees, including workers at a call center in Shelton and back-office facility in Stratford.
- Standard & Poor's released a report that said the state's low budget reserves, high fixed costs and overreliance on income taxes from the wealthy make Connecticut one of the most vulnerable states to significant fiscal stress should even a moderate recession hit the United States.

That's not to say Democrats and their policies are fully, or even partly, to blame for the latest job cutbacks or headquarters relocation — Altice, for example, cited advances in technology for its layoffs, while Rogers Corp. said it wanted to be closer to the "growing business and technology centers on the West Coast" — but they certainly play into the narrative that Connecticut's poor business climate is dampening economic growth and causing businesses to rethink or retract their presence in the state.

When you are the majority party at a time of so much fiscal and economic tumult, voters tend to cast ballots for change. A June Quinnipiac poll that found 79 percent of Connecticut voters were somewhat or very dissatisfied with the direction of the state, only confirms that sentiment.

That's where Trump may actually be an asset for Connecticut Democrats. Some moderate Republicans' aversion to Trump's brash personality and oftentimes unintelligible platform, could cause some Connecticut GOP voters to sit this election out.

That, however, would be a mistake by voters, because with all 187 General Assembly seats up for grabs this November, control of the state House and Senate hangs in the balance.

With a slight 21-15 majority, Democrats' stranglehold on the Senate is in jeopardy. Even their larger 87-64 House advantage isn't totally safe.

And it appears the business community is stepping up its efforts to influence the election.

As the CT Mirror recently reported, the Connecticut Business & Industry Association "is making its first major foray into the world of independent expenditures," investing \$400,000 in a political media blitz aimed at helping four Republicans win seats in swing districts to tilt the Senate in favor of the GOP.

Although CBI's fiscally conservative ways have never been a secret to lawmakers or politicians, the group — at least publicly — has tried to remain party agnostic, supporting candidates from either side of the aisle who back a pro-business agenda. The group is still supporting some moderate House Democrats in the upcoming elections, the Mirror reported, but its more outward attempt to steer the Senate into the hands of the GOP is likely part of the group's recent strategy shift to take a more aggressive stance with their lobbying efforts.

The business community's heightened efforts to elect pro-commerce state legislators are a good thing, particularly at a time when budget deficits raise the prospects of further tax increases. It will put pressure on candidates to support policies that encourage businesses to invest and grow jobs in Connecticut, which is the only way the state's economic malaise will be reversed.

Just as voters will have the economy top of mind this election season, so too should our elected leaders. ■

OTHER VOICES

# Employers key to Youth Service Corps' mission

By Luke Bronin

**O**ver the past few years, I've had hundreds of conversations with young people who fit President Obama's description of "opportunity youth." They are men and women between the ages of 16 and 24 who are disengaged from school and disconnected from the workforce. I've also had countless conversations with the teachers, coaches, social-service providers, organizers and law enforcement officers who — for better or worse — engage with these young people every day.

In each of these conversations, I've asked what would help keep a young person engaged in school and away from the kind of activities that could get them entangled in the criminal justice system. Nearly without exception, the answer is the same: a job.

That's why, during my campaign for mayor, I outlined plans to establish a Youth Service Corps that would give young people a chance to earn a paycheck and build work experience while feeling that sense of pride that comes with contributing to their community.

There's plenty of anecdotal evidence of the importance of youth employment. Academic studies confirm the anecdotes. According to a recent study from Stamford University, gaining exposure to job opportunities at a young age improves educational outcomes and decreases the chances that a young adult will end up incarcerated.

After making the Youth Service Corps a priority during my first few months in office, we officially launched it last week. With \$2.2 million in private funding from generous supporters, we've kicked off the first phase of the Youth Service Corps, creating 200 year-round, part-time jobs for young men and women in Hartford. We aim to expand the Youth Service Corps to 500 members.

I'm particularly grateful to our partners

who stepped up and donated the overwhelming share of funding to the program: The Hartford, Aetna Foundation, Travelers Foundation, Barbara Dalio and the Dalio Foundation, and the Newman's Own Foundation. These partners quickly grasped the power of a job to help get young people re-engaged and make our community stronger and safer.

The Youth Service Corps isn't just a typical summer job program. It's a year-round, part-time commitment, with members working consistently under the supervision of a "coach." Members aren't selected by lottery or first-come, first-served. The members of the Youth Service Corps are referred by community partners who are helping us to identify those young people who are at high risk of heading down the wrong path.

The Youth Service Corps is just one part of a broader effort to expand youth employment. For the Promise Zone Youth Employment for Success (Promise Zone YES!) program, the city recently secured a \$2 million federal grant, which will help 200 additional high school seniors find long-term employment and put 75 out-of-school young people to work.

Combining the \$2.2 million for Youth Service Corps and the \$2 million for the Promise Zone YES! Program with \$1 million from the Department of Housing, we've already put together more than \$5 million to support new job opportunities for nearly 500 young men and women in Hartford — on top of Hartford's existing summer youth employment program.

There are thousands of young men and women eager for

work experience here in Hartford, so we have a lot more work to do. But we've taken the first step. And if we stay focused on continuing to expand employment opportunities for Hartford's young people, the result will be safer streets, stronger neighborhoods and thousands of lives changed for the better.

If your company is interested in helping to make Hartford both safer and stronger, please contact Diana Tomezsko, director of strategic partnerships for the city of Hartford, at [diana.tomezsko@hartford.gov](mailto:diana.tomezsko@hartford.gov). ■

*Luke Bronin is the mayor of the city of Hartford.*

► ... I've asked what would help keep a young person engaged in school and away from the kind of activities that could get them entangled in the criminal justice system. Nearly without exception, the answer is the same: a job.

## HARTFORDBUSINESS.COM POLL

Who would you prefer to be president of the United States?

- ☐ Hillary Clinton
- ☐ Donald Trump

To vote, go online to [HartfordBusiness.com](http://HartfordBusiness.com).

### Last week's poll results:

Should hospitals/colleges make payments in lieu taxes to the city of Hartford?

72.1% Yes

27.9% No



## Send Us Your Letters

The Hartford Business Journal welcomes letters to the editor and guest commentaries for our opinion pages. Electronic submissions are preferred and welcome at: [editor@HartfordBusiness.com](mailto:editor@HartfordBusiness.com).



## TALKING POINTS

# Dunkin' Donuts Park offers reputation-management lessons

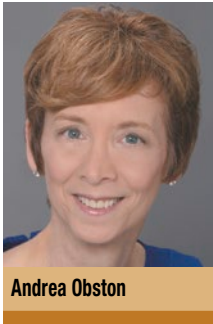
By Andrea Obston

**A**t the heart of every crisis is a reputation iceberg. One that may sink the ship right away or punch a tiny hole that will eventually swamp the boat. If you don't seize the wheel right after impact, someone else will. They'll steer your reputation right onto the rocks using traditional and social media.

Today, more than ever, it's easy for just about anyone to try to seize control of your reputation for their own benefit. Crisis manager Eric Denzenhall puts it this way: "One person's crisis is another person's meal ticket."

### Yard Goats Park strikes out

It's amazing to me how often companies cede control of their reputations to everyone else instead of seizing it as soon as possible after a crisis. I've had a front-row seat on this phenomenon as I watch the ongoing saga of Hartford's stalled attempt to build and open a minor league baseball stadium for the Hartford Yard Goats.



Andrea Obston

There's a lot of finger-pointing and legal grandstanding about the \$60 million-plus ballpark that now sits unfinished, unloved and unworked upon. And, most recently, also sits at the center of a lawsuit by its fired developers against the owner of the team.

On June 6, the city held a news conference to announce that they would be firing the organization's developer, Centerplan, operating as DoNo LLC. "... We simply lost confidence in DoNo and Centerplan's capacity to complete this project ...," said Hartford Mayor Luke Bronin. DoNo's President Jason Rudnick held his own press conference in response, calling Bronin's decision "irresponsible governance."

As the situation marinated, Centerplan's reputation became the favorite punching bag of every politician and journalist in the state, egged on by a rising tide of social media buzz.

While Centerplan trashed the politicians and the Yard Goats' management they looked very much like a fighter throwing wild punches while lying flat on his back on the canvass. Make no mistake about it, there's more on the line than the stadium job. Centerplan had expected to get much of the work in the development surrounding the ballpark, which was to include retail, office and housing. They've also got other projects in process around the city. At that same news conference, Bronin

acknowledged that the city's firing of the firm from the stadium project would probably have an impact on those other jobs.

So why, oh why, I asked myself has Centerplan not stepped up to defend their own reputation? Why has the company spent its time (and reputation) filing a lawsuit, pointing fingers, trashing all involved and, in a surprisingly bloodless editorial, touting their superior judgement on the project's viability?

The editorial in the Hartford Courant by Centerplan's CEO Robert Landino is a great example of the company's attitude. It included these gems:

- "Terminating Centerplan Cos. from the development of Hartford's Dunkin' Donuts Park — with merely weeks to go before completion — because deadlines needed to be extended was reckless, extremely short-sighted and indicative of a newly elected city administration without any experience in public office."

- "Considering the breadth of my experience in the private and public sectors during both times of economic boom and recession, I have never seen such ill-advised judgment and drastic action taken to sabotage a public project as I have this month from Hartford city hall."

- "I say this from the perspective of the last 25 years during which I have always tried to commit myself to public service, nonprofit work and charity, all while working at my profession

in real estate development and construction."

The 600-word diatribe only stoked the controversy. Strangely, the company waited another two weeks before Landino did an interview on WNPR during which he said the company would complete the ballpark and pay for the remaining work out of their own pocket. That's a very impressive gesture. It would have had a lot more impact if it had been part of that editorial. It's the kind of offer that would have helped Centerplan take back control of their reputation and lay the foundation to rebuild it over time.

### Be your own reputation defender

My point is this: During and after a crisis, it's critical you take control of your own reputation. Don't allow others to do it for you. And don't wait for things to "calm down" before you take control of your reputation. Seize the tiller. Define who you are and what you're doing to proactively respond to the crisis. Demonstrate understanding, compassion and yes, even a little humility.

In today's online world, it's easy for anyone to tell your story. Don't let them. Tell it yourself. Tell it authentically and tell it often. If you don't, expect someone else to do it for you — whether you like it or not. ■

*Andrea Obston is president of Andrea Obston Marketing Communications in Bloomfield.*

## BIZ BOOKS

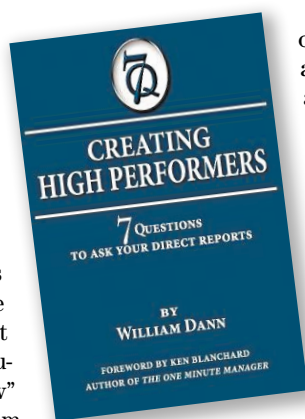
# Tips for creating high-performance employees

**"Creating High Performers: 7 Questions to Ask Your Direct Reports" by William Dann (Growth Press, \$12.95).**

Outstanding managers create a "productivity partnership" with and among their staff. Productivity increases as communication increases. Asking versus telling shows a manager's interest in learning more about an employee's perspective. When employees know that their opinions are valued, engagement increases, as does teamwork and mutual trust and respect. Dann's "7 Questions" provide a template for managerial communication that enables a manager to increase productivity by merging various perspectives into common team goals. While all seven are important, the first three questions eliminate confusion about the "what" and "how" of the job and the team. If the team isn't on the same page, productivity can't be optimized.

1. **"What are your expectations and priorities?"** The answer deals with "what." You'll find that your direct reports have numerous expectations and priorities — some of which may not be in synch with those of teammates. It's up to the manager to connect the dots that integrate job purpose and job processes with the measurements of team's end results and individual performance.

2. **"Are your performance standards clear?"** The answer deals with "how" of execution. Based upon the manager's knowledge



Jim Pawlak

of how the department works and with other departments and stakeholders, the employee gains an understanding of how the business does business.

If the answer is "no," the manager must explain the standards and the reason they were established. Even if the employee answers "yes," the manager should continue the conversation by asking some clarifying questions that deal with

handling job-specific situations.

3. **"Are you receiving timely feedback?"** Employees need feedback on work product continuously. Using the agreed to standards and input from others with whom they interact, let them know how they're performing. Regardless of performance level, ask them what you can do to help them achieve even better results, and what impediments they encountered when doing their jobs. Acting on their feedback provides the path to continued engagement.

...

**"Peter Drucker on Consulting — How to Apply Drucker's Principles for**

**► When employees know that their opinions are valued, engagement increases, as does teamwork and mutual trust and respect.**

**"Business Success" by William A. Cohen (LID Publishing, \$29.95).**

While the book targets the business consultant, one chapter, "How Drucker Used Ignorance to Consult in Any Industry," has value for any decision maker faced with change and strategy choices. Here's a synopsis:

"Approach problems with your ignorance and not what you think you know from prior experience." Using the past to create the future won't work well because tomorrow always presents a different set of variables (e.g. access to capital and other resources, consumer demography, competitive situation, economic/regulatory environment, etc.) affecting execution.

Proceeding from "ignorance" allows decision makers to explore what they don't know. "Ignorance" starts with problem definition because finding "the right answer to the wrong question" won't yield a solution — and wastes time, people resources and money. Too often, the symptoms are defined as the problem — when they're

actually the results of the problem.

Cohen believes that a one sentence definition "beginning with who, what, when, where, how or why" works the best because it provides focus for inquiry. The statement provides direction to the internal and external processes of identifying potentially valuable information, finding its sources and developing alternatives.

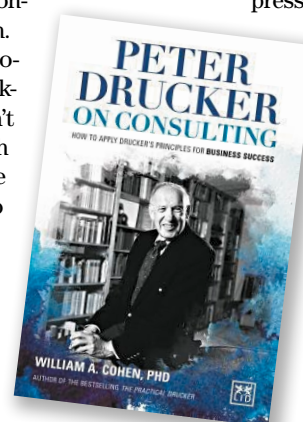
While this process starts with the left brain (logical) approach, the right brain (creative/intuitive) plays a role in organizing, analyzing the information acquired and making a decision. The creative/intuitive side plays "what if." Its aha-moment often arrives away from the pressure of time and the distractions

of the workplace and life.

By creating a block of time (i.e. before going to bed, on your daily commute) to focus solely on the information and alternatives, unique insights and answers often materialize.

Key takeaway: "You can't get 'there' until you know where 'there' is." ■

*Jim Pawlak is a nationally syndicated book reviewer.*





## ACCOLADES & MORE



Pictured (from left) are Winfried Quast, president and CEO, Quast Media; and Tom Zeleznock, senior communications officer, The Hartford Foundation.

### OF NOTE

#### QUAST MEDIA, HARTFORD FOUNDATION WIN COMMUNICATOR AWARDS

Quast Media LLC, a digital advertising agency in Manchester, and Tom Zeleznock of the Hartford Foundation for Public Giving, were recently recognized by The Communicator Awards. They were awarded two 2016 Communicator Awards: the Gold Award of Excellence and the Award of Distinction for "The Riverfront, Recaptured," a mini-documentary of Hartford's Riverfront Recapture project.

...

#### ROBINSON+COLE LAWYER EARNS EMERGING YOUNG PROFESSIONAL LEADERSHIP AWARD



Keane E. Aures

The Construction Institute selected Robinson+Cole lawyer Keane E. Aures as one of three Emerging Young Professional Leaders. Aures was recognized at the Construction Institute's annual meeting and awards dinner.

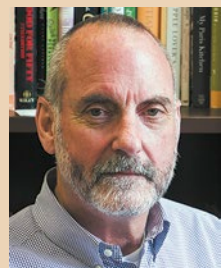
Aures is an active member of the Construction Institute and has been involved with the organization's Young Professionals Council and has made valuable contributions to its membership committee.

...

#### WEATOGUE'S VESTA CORP. ANNOUNCES INDUSTRY ACCOLADES

Vesta Corp., a Weatogue-based company that develops, owns and manages affordable housing, has been recognized as the fifth largest acquirer of affordable housing units nationwide on the list of Top 10 Companies Completing Acquisitions in 2015 by Affordable Housing Finance. In addition, the National Affordable Housing Management Association also announced that Vesta was included in the nationwide "2016 Affordable 100" for the first time.

...



Dennis Pierce

#### UConn DINING SERVICES DIRECTOR NAMED TOPS IN HIS FIELD

UConn's executive director of dining services, Dennis Pierce, has been selected to receive the 2016 Theodore W. Minah Distinguished Service Award from the National Association of College & University Food Services. The award is presented annually in recognition of exemplary and enduring contributions to the food-service industry and the association.

**Please Note:** All electronic submissions for Accolades should be sent to [news@HartfordBusiness.com](mailto:news@HartfordBusiness.com). For more information about the Hartford Business Journal's Accolades Page, please visit [www.HartfordBusiness.com](http://www.HartfordBusiness.com).

## UTC HOSTS 8TH ANNUAL RELAY FOR LIFE



United Technologies Corp. hosted the annual Relay for Life of East Hartford at Pratt & Whitney Stadium at Rentschler Field for the benefit of the American Cancer Society. Nearly 500 people from UTC, its business units and members of the community came together to walk for eight consecutive hours to raise funds in support of local cancer programs. Nearly \$250,000 is expected to be raised during the fundraising season of Relay for Life of East Hartford. Pictured (from left) are: Wendy Matthews, American Cancer Society; Randy Bumps, UTC; Betty Merker, Pratt & Whitney; Alecia Hogan, UTC; Renee DiNino, iHeartMedia; and Erin Connolly, WFSB.

## BOYS & GIRLS CLUB OF BRISTOL HOLDS GOLF OUTING



The Boys & Girls Club of Bristol Family Center's Annual Mayor's Cup Golf Outing was held recently at Chippabee Country Club in Bristol. The sold out event hosted 144 golfers, including six former Bristol mayors, and the current Mayor Ken Cockayne. The event raised over \$90,000 in support of the Club's youth programs, which focus on academic success, healthy lifestyles and citizenship. Pictured (starting from top left) are: Frank Nicastro, Gerry Couture, Ken Cockayne, John Leone, Art Ward, Mike Werner and Bill Sortz.

## UConn DONATES BIKES TO HARTFORD TEENS



The Center for Latino Progress, a Hartford-based nonprofit, received a donation of 30 bicycles for its BiCi Co. program from the University of Connecticut. The bikes had previously been abandoned by students at the Storrs campus during the spring semester and will now be refurbished in classes and workshops, and ultimately given to Hartford teens through various programs.



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